

**U.S. Army Research Institute
for the Behavioral and Social Sciences**

Research Report 1851

**Recruitment and Accession of
Special Forces Warrant Officers**

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April 2006

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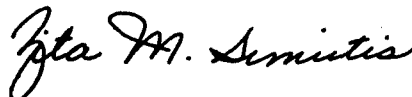
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RECRUITMENT AND ACCESSION OF SPECIAL FORCES WARRANT OFFICERS

EXECUTIVE SUMMARY

Research Requirement:

The U.S. Army Special Forces (SF) often has difficulty filling available training slots in the Special Forces Warrant Officer Basic Course (WOBC). Becoming an SF WO enables a Soldier to remain on an SF Operational Detachment-Alpha (ODA) longer. Anecdotally this is viewed as a positive outcome; however, historically switching to the WO pay structure incurred the loss of some additional pay categories, resulting in a lower net pay for the Soldier upon graduation from the WOBC. This is likely to have a negative impact on interest in becoming a WO. Although pay reforms were enacted in fiscal year (FY) 2004, a positive effect on accessions to the WOBC was not immediately seen. Research was required to analyze factors related to the accession and retention of SF WOs.

Procedure:

The U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) requested help from the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI). ARI agreed to include the research as part of its research program and contracted with Personnel Decisions Research Institutes (PDRI) to conduct the research. Four specific objectives were identified: (1) Describe the availability of the target population for accessions to the SF WOBC, (2) Describe SF Non-commissioned Officers' (NCOs) opinions regarding the WO position, (3) Identify barriers to recruitment of future WOs, and (4) Provide recommendations regarding future directions with respect to WO accessions.

To fulfill the requirements of this project, we collected data from a variety of sources. We obtained data from the Enlisted Master File (EMF) and an SF field survey to analyze the available recruiting population for the WOBC. To learn more about current issues facing the WO program we conducted interviews with senior WOs. We conducted focus groups with students from the WOBC and Warrant Officer Advance Course (WOAC) to explore the factors that led them to choose to become WOs as well as factors that may have discouraged them from doing so. Finally, we developed and administered the Special Forces Warrant Officer Interest Survey (SFWOIS) to 325 SF NCOs to gather information on current SF NCOs' attitudes about accession into the WOBC.

Findings:

Analyses indicated that the percentage of SF NCOs that meet the WOBC accession requirements is very small. We estimated that only 2-6% of the SF NCO population met the requirements at the time of the analyses. In addition to a scarcity of eligible candidates, recruitment into the WO program may be hampered by a lack of awareness of the requirements; 52% of survey respondents were not aware of requirements for accession to WOBC.

Results from the SFWOIS indicated there continued to be a strong perceived negative view associated with the pay structure, with 47% of respondents ranking "fixing pay" (e.g. offering Special Duty Assignment Pay, other bonuses, and pay increases) as the most important thing SF or the Army could do to encourage NCOs to apply to the WO ranks. Importantly, the pay reforms enacted in FY04 were described on the SFWOIS and respondents were asked to answer the questions keeping in mind the

new pay structure. Nearly 70% of the respondents said they were not aware of the pay structure changes that had been made before seeing them on the survey. NCOs did appear to be aware that in the long run WOs made higher salaries and received better retirement pay. When asked what the top two positives would be about becoming a WO, responses were varied, but the most commonly selected responses were retirement benefits (25%) and longer time on an ODA (20%).

Finally, results indicated that a wide variety of opinions – including endorsement, indifference, and negative perceptions, exist regarding the WO position in SF. While on the average about half of the respondents indicated positive perceptions of the WO position, the other half were indifferent, unsure, or negative.

Based on the results, a number of recommendations were made regarding WO accessions, focusing on areas USAJFKSWCS could influence. These included the following:

- Ensure information regarding pay comparisons, the WO accession process, and eligibility requirements are well publicized to the target SF WOBC recruit population. An information booklet containing a realistic job preview and describing benefits and challenges of becoming a WO could be a useful recruiting tool.
- Establish a more definitive career path for WOs and include this information in the information booklet. This would provide greater definition and clarity to the WO program, and could be used to demonstrate the long-term benefits of becoming a WO.
- Develop an Active Plan to Improve Perceptions of the WO Position. Given that about half of the respondents indicated positive perceptions of the WO position and the other half were indifferent, unsure, or negative, more information should be obtained regarding reasons for negative or indifferent responses. An active plan to improve perceptions could be developed based on feedback from individual and group interview sessions.

Utilization and Dissemination of Findings:

The information and recommendations presented in this report can be used by personnel at the Directorate of Special Operations Proponency (DSOP), USAJFKSWCS, and other manpower planners to facilitate SF NCO accession to the WOBC. Implementation of the suggestions presented here could help the WO program in its efforts to increase manpower to full strength. Findings were briefed to the Chief of Staff and Assistant Commandant of USAJFKSWCS in October 2004. Subsequent changes have already addressed some of these issues.

RECRUITMENT AND ACCESSION OF SPECIAL FORCES WARRANT OFFICERS

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RECRUITMENT AND ACCESSION OF SPECIAL FORCES WARRANT OFFICERS

Introduction

The Special Forces (SF) Warrant Officer (WO) serves as the Assistant Detachment Commander to an SF Operational Detachment Alpha (ODA). In the absence of a Captain to serve as the Detachment Commander, the WO will assume command of the ODA. In addition, the WO usually commands one of the teams during split team operations. As such, WOs are part of the ODA leadership, along with the Detachment Commander and the Team Sergeant. In this capacity, the WO serves as an advisor to the Commander on SF operations and training. The primary functions of a WO on an ODA are as follows:¹

- Tactical and technical expert in all aspects of SF Operations.
- Regional authority.
- Primary advisor to the Detachment Commander.
- Detachment Chief of Staff.
- Commands in the absence of the Detachment Commander.
- Supervises all staff activities; psychological operations; civil affairs; and cultural, regional, and linguistic abilities.
- Manages mid-term and long-term planning.
- Develops and updates operational plans and target data.
- Prepares the ODA to operate in all physical environments.

In addition to his leadership and advisory roles, the WO provides continuity across time for an ODA. WOs typically have about 5 years of ODA experience as Noncommissioned Officers (NCOs) before becoming WOs, and will serve another 5 years as WOs before transferring out of an ODA. Because of their level of ODA experience, they are able to provide the medium and long term planning that their duties require.

All WOs are recruited from the SF NCO ranks, but Special Forces often has difficulty filling available training slots in the WOBC. Becoming an SF WO enables a Soldier to remain on an SF Operational Detachment-Alpha (ODA) longer. Anecdotally, this is viewed as a positive outcome; however, switching to the WO pay structure incurs the loss of some additional pay categories, resulting in no net pay raise upon graduation from the WOBC. This is likely to have a negative impact on interest in becoming a WO. Although pay reforms were enacted in fiscal year (FY) 2004, a positive effect on accessions to the WOBC was not immediately seen. Research was required to analyze factors related to the recruitment and accession of SF WOs.

The U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) requested help from the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) to conduct this research. ARI agreed to include the project as part of its research program and contracted with Personnel

¹ These functions were drawn from the U.S. Army John F. Kennedy Special Warfare Center and School Warrant Officer Schoolhouse website, http://www.training.sfahq.com/warrant_officer_school.htm

Decisions Research Institutes, Inc. (PDRI) to conduct the research, working closely with personnel from ARI and USAJFKSWCS.

The research team identified four specific objectives:

- (1) Describe the availability of the target population for accessions to the SF WOBC,
- (2) Describe SF NCOs' interest in the WO position,
- (3) Identify barriers to recruitment of future WOs, and
- (4) Provide recommendations regarding future directions with respect to WO accessions.

This report will first provide an overview of the methods we used to investigate these issues, then present results related to each of these objectives.

Method

We used a number of different sources to obtain information related to these objectives, including existing Army and SF regulations and records, survey results from a Special Forces Command Field Survey conducted in 2000, focus groups and interviews with current SF Warrant Officers (WO), and the SF Warrant Officer Interest Survey, a survey developed specifically to measure attitudes of SF NCOs.

Existing Army/SF Regulations & Records

The Directorate of Special Operations Proponency (DSOP) sets the criteria for eligibility for the WOBC. The information is posted on several websites, including the USAJFKSWCS Warrant Officer Schoolhouse website.² Additional information can be found in the Department of the Army Pamphlet 611-21 Military Occupational Classification and Structure (published on 31 March 1999). DSOP provided a list of the criteria in place at the time, although they noted that the eligibility standards are regularly adjusted, and some are frequently waived to allow otherwise qualified Soldiers to apply.

The criteria at the time were:

1. Rank of Staff Sergeant (SSG/E6) or above.
2. SF Military Occupational Specialty (MOS) 18B, 18C, 18D, 18E, 18F, or 18Z.
3. Minimum of 3 years rated time on an SF ODA.
4. A score of 85 or better on the Defense Language Aptitude Battery or a current language rating of 1+/1+ (Some documentation lists 2/2 as the necessary language rating, but 1+/1+ is the standard currently in use.)
5. Completion of the Special Forces Operations and Intelligence (O&I) course prior to 3 October 1994 or SF Advanced Noncommissioned Officer Course (ANCOC).
6. Letters of recommendation from Detachment, Company, Battalion, and Group Commanders.
7. Letters of recommendation from SF WO with personal knowledge of the applicant abilities.

² http://www.training.sfhq.com/warrant_officer_school.htm; the version used for these analyses was updated on 12/16/2003)

8. Less than 12 years of Active Federal Service (AFS).³

In order to identify the eligible population, we used data from the September 2003 Enlisted Master File (EMF) to examine the enlisted population that met the first and second criteria, rank and MOS. The EMF records descriptive information on all Active Duty Soldiers in the U.S. Army. The database listed 5300 Enlisted Active Duty men in SF between the ranks of E1 and E9.

Information regarding DLAB scores was estimated based on historical data provided by the Defense Language Institute (DLI).

Survey Results – Special Forces Command Field Survey 2000

The U.S. Army Special Forces Command (Airborne) (USASFC(A)) Field Survey was administered in February 2000 by ARI to determine opinions and attitudes of SF Soldiers (Zazanis, Sanders, & Carpenter, 2001). There were 1696 completed surveys by SF enlisted personnel, representing more than 30% of this population. Of those who answered the SF Command Field Survey, 444 (26%) were Staff Sergeants (SSG), 876 (52%) were Sergeants First Class (SFC), 288 (17%) were Master Sergeants (MSG), and 59 (4%) were Sergeants Major (SGM). This breakdown by rank is similar to the breakdown found in the September 2003 Enlisted Master File. We used results from this survey to examine the eligibility criteria regarding time on a team and years of Active Federal Service (AFS) as well as interest in the WO program.

Focus Groups and Interviews

In order to obtain general information about issues that might affect accession to the WOBC, we conducted focus groups with current students of the WOBC and the Warrant Officer Advanced Course (WOAC) in the Fall of 2003. In addition, we conducted phone interviews with four Chief Warrant Officer 5s (CW5s) from four different SF Groups. Information was gathered regarding what current WOs perceive to be the major attractions for NCOs to become WOs, as well as the biggest obstacles to recruitment. After listing these factors, respondents were asked to further explain how these factors influenced NCOs' interest in becoming WOs. Lastly, they were asked for ideas on how to overcome these barriers to recruitment. This information was used to guide the development of the SF Warrant Officer Interest Survey and interpret the results.

SF Warrant Officer Interest Survey (SFWOIS)

While the SF Command Field Survey was able to provide some information regarding who might be interested in pursuing a WO career, we wanted to obtain data that were more detailed regarding perceptions and opinions about the WO position. We developed a survey, entitled "SF Warrant Officer Interest Survey" or SFWOIS (see Appendix A). The survey was distributed to all five Special Forces Groups in March 2004. Each group was sent 80 surveys to be distributed to NCOs between the ranks of SGT and MSG. SGTs were asked to participate because they were approaching the rank at which they would be eligible to be WOs, and MSGs were asked to participate because they are eligible to become WOs even though few choose to do so.

Of the 400 distributed, a total of 325 usable surveys were returned, for a response rate of 81%. The majority of these were from the prime target population of SSGs (38%) and SFCs (53%). The remaining respondents by rank were: SGT (6%) and MSG (3%). Response rates were similar across the 1st, 3rd, 5th,

³ It is important to note that this requirement was viewed operationally as having AFS less than or equal to 12 years, so that is how it was operationalized in analyses.

and 7th Groups, with an average response rate of 94%, but was much lower for 10th Group at 31%, due to deployment conflicts (see Table 1). However, no differences among patterns of responses were found by Group, and we therefore collapsed responses across the Groups.

Table 1

Special Forces (SF) Warrant Officer Interest Survey Response Rates by SF Group

SF Group	Surveys Returned	Response Rate
1 st Group	78	98%
3 rd Group	71	89%
5 th Group	76	95%
7 th Group	74	93%
10 th Group	25	31%
Total surveys returned	325*	81%

*Note that one survey was returned with no Group association, so the surveys returned by Group add to 324.

While the surveys were intended to be distributed randomly to all NCOs from SSGs to MSGs, they were distributed by personnel within each SF Group, and it appears this was not done completely randomly. While 17% of the SF population from the EMF and from the SF Command Field Survey were MSGs, only 3% of the SFWOIS population were MSGs. This provides more responses from the primary WO target group (SSG and SFC), but it also suggests sample bias. It is possible that bias also exists regarding which Soldiers were more likely to volunteer to complete the survey; that is, that the NCOs in this sample were self-selected to some degree on the basis of their interest in the WO program. Thus, caution must be exercised in making inferences about the views of the entire SF SSG to MSG population based on this sample.

We will now address each of the objectives set forth in the Introduction, starting with a description of the availability of the target population for accessions to the SF WOBC.

Results

Availability of Eligible Soldiers for WOBC

Most of the criteria required for the WOBC do not pose a substantial problem for accession into the WO program when considered separately; however, the combination of them does restrict the number of NCOs who meet the necessary criteria.

In discussing how WO requirements impact accession, we will focus specifically on those requirements that are most limiting: rank, time-on-team, AFS requirements, and language requirements. Other requirements pose less of a barrier to Soldiers. For example, if applicants have not met the O&I course/ANCOC requirement, they are sent to ANCOC for completion of the 18F portion of the course. As such, this requirement does not by itself restrict anyone for admission into the WOBC although it could mean a delay. We instead focus on those requirements that serve to substantially limit the number of eligible applicants for WO positions.

Meeting the Rank Criteria: Staff Sergeant (E6) or Above

The EMF listed 5300 Enlisted Active Duty men in SF between the ranks of Private (PVT) and Sergeant Major (SGM). Of these, 4206 (79%) met the WO eligibility requirement of being a Staff Sergeant (SSG) or higher (see Table 2 for a breakdown of SF NCOs by grade).

However, it is misleading to consider all Soldiers of grade E6 or above as being eligible for the WO position, given that they must also have fewer than 12 years of Active Federal Service (AFS). Since most SF Soldiers at the ranks for MSG and SGM are above this level of AFS, almost all of the eligible WOs are between the ranks of SSG and SFC.⁴ If we consider only the SSGs and SFCs, our pool of those eligible for the WO position is reduced to 3350.

Table 2

Special Forces Population by Rank

Rank	Number of NCOs (% of 4206)
<i>Staff Sergeant</i>	29% (1207)
<i>Sergeant First Class</i>	51% (2143)
<i>Master Sergeant</i>	17% (717)
<i>Sergeant Major</i>	3% (139)

Although both SSGs and SFCs are eligible, focus group results suggested that many NCOs were hesitant to apply to become WOs while they were SSGs, given their lack of experience needed to meet the demands of the WO position. As such, they waited until becoming SFCs to submit their applications for the WOBC even though they were eligible and interested while SSGs.

Time on ODA: Minimum of 3 Years of Rated Time

The recruitment pool for the WO position is further reduced as we consider the impact of needing 3 or more years on an ODA to be eligible. Ideally, we would be able to report the amount of time that each SF Soldier has served on an ODA (time-on-team), and determine how many have served for at least three years. However, we were unable to locate an SF database that records this information. As an approximation, however, we extrapolated from the results of the Special Forces Command Field Survey.

According to the SF Command Field Survey, 34% (152) of SSGs and 96% (838) SFCs had at least 3 years on an ODA. Extrapolating to the SF population at large, these percentages would translate into 413 SSGs and 2051 SFCs, for a total of 2464 Soldiers with at least 3 years of time-on-team.⁵

⁴ If higher ranked Soldiers wanted to apply to become a WO, they would have to have the requirement of having less than 12 years of AFS waived.

⁵ There were 1207 SF SSGs listed in the EMF, 34.2% of which is 413. 2143 SF SFCs were listed in the EMF, 95.7% of which is 2051.

Active Federal Service (AFS) Requirement: Less Than 12 Years

As with the time-on-team variable, we used the SF Command Field Survey to estimate how many Soldiers would meet the 12 years of AFS requirement. We found that 44% of the SSGs and only 2% of the SFCs from the survey had 12 or fewer years of AFS. Because fewer than half of the SSGs had 12 or fewer years AFS and 80% of these Soldiers had fewer than 3 years of ODA experience, when these two requirements are combined, only 8% of the SSGs from the survey met both requirements. For SFCs, nearly all (98%) had more than 12 years AFS, so even though 95% of SFCs had 3 or more years time-on-team, when these requirements are combined only 2% of the SFCs from the survey met both requirements. Extending these percentages to the SF population would yield 98 SSGs and 32 SFCs, for a total of 130 Soldiers who meet rank, ODA time, and AFS requirements for accession to WOBC.⁶ This represents 4% of the 3350 SSG-SFC SF NCOs in the EMF as of September 2003. That is, even before additional requirements are taken into account (e.g., language), only a very small fraction were able to meet the WOBC eligibility requirements.

Because so few Soldiers are able to meet the WOBC eligibility requirements, certain requirements may be waived for applicants. In particular, DSOP frequently waives the AFS requirements, so that more experienced Soldiers will be able to apply to be a WO. This is evident in that the average student in the Fall 2003 WOBC had 11.9 years of AFS. With the average AFS being essentially 12 years, it is logical that a number of the candidates had more than 12 years of AFS. This has important implications for expanding the pool of eligible NCOs. For example, if a limit of 14 years AFS is set, then the number of SF NCOs who meet rank, ODA time, and AFS requirements would rise from 8% to 17% for SSGs and from 2% to 8% for SFCs (based on the SF Command Field Survey results). In the general SF population, this would translate into 209 SSGs and 179 SFCs, for a total of 388 (12%), who meet the criteria.

Language Requirements: 1+/1+

The current language standard for WOs is a Defense Language Aptitude Battery (DLAB) score of at least 85, or a Defense Language Proficiency Test (DLPT) rating of at least 1+/1+. NCOs' language skills are tested once a year, and they are given a rating on their speaking and listening skills. However, the effects of these language requirements are difficult to measure. First, DSOP indicated that candidates can actually request to be tested twice a year to see if they meet the minimum requirements for accession into the WO rank. In addition, if an otherwise suitable candidate does not meet the language requirement, he can receive a waiver from DSOP and receive language training as part of the WOBC. However, the candidate must successfully achieve the minimum language requirement before he can receive his rank of WO.

An estimate of how many NCOs meet the language requirements was made by examining data provided by the Defense Language Institute (DLI). DLI conducts the testing and language training for SF Soldiers at Ft. Bragg. Data for the years FY99-FY03 showed that approximately 51% of SSGs and 46% of SFCs who go through language testing/training meet the WO standards.⁷ In an average year, the language school produces 94 SSGs and 9 SFCs (for a total of 103) who meet the WOBC language requirements.

Unfortunately, it is difficult to determine how many Soldiers meet both the language requirements and rank/time-on-team/AFS requirements discussed above. We have no reliable way of estimating the

⁶ There were 1207 SF SSGs listed in the EMF, 8.1% of which is 98. 2143 SF SFCs were listed in the EMF, 1.5% of which is 32.

⁷ Looking more broadly than SSG-SFCs, DLI processed 1736 Active Duty Enlisted (SPC through MSG) SF Soldiers from FY99-FY03. Of these, 768 (51%) had a DLAB score of 85 or higher, and 193 (11%) had DLPT ratings of at least 1+/1+. 863 (50%) met either the DLAB or DLPT standard.

degree of relationship between the two sets of requirements, although these two factors may not be independent since Soldiers with more time-on-team likely have stronger language skills. On the other hand, if they have been working on missions in countries that do not use their trained language, they may have poorer skills. Nonetheless, assuming independence allows us to multiply the chances of meeting each set of requirements together and provides us with a lower-bound estimate of Soldiers meeting both sets. Using a 14-year limit on AFS (instead of 12), this would yield 105 SSGs and 79 SFCs,⁸ or 184 NCOs, meeting both sets of criteria. Thus, the language requirements reduce the pool of those who meet the rank/time-on-team/AFS requirements by approximately half.

Figure 1 traces the path of eligibility for the NCOs, starting from all NCOs in SF and ending with those who meet the eligibility requirements. Note that two pathways are presented: one assuming a limit of 12 years AFS and one assuming a limit of 14 years. Both are presented given that this requirement is frequently waived. If the 12-year pathway is followed, it results in 65 (2% of SSG-SFCs) NCOs being eligible for accession into the WO rank each year. The 14 year pathway yields 189 (6% of SSG-SFCs) eligible NCOs.

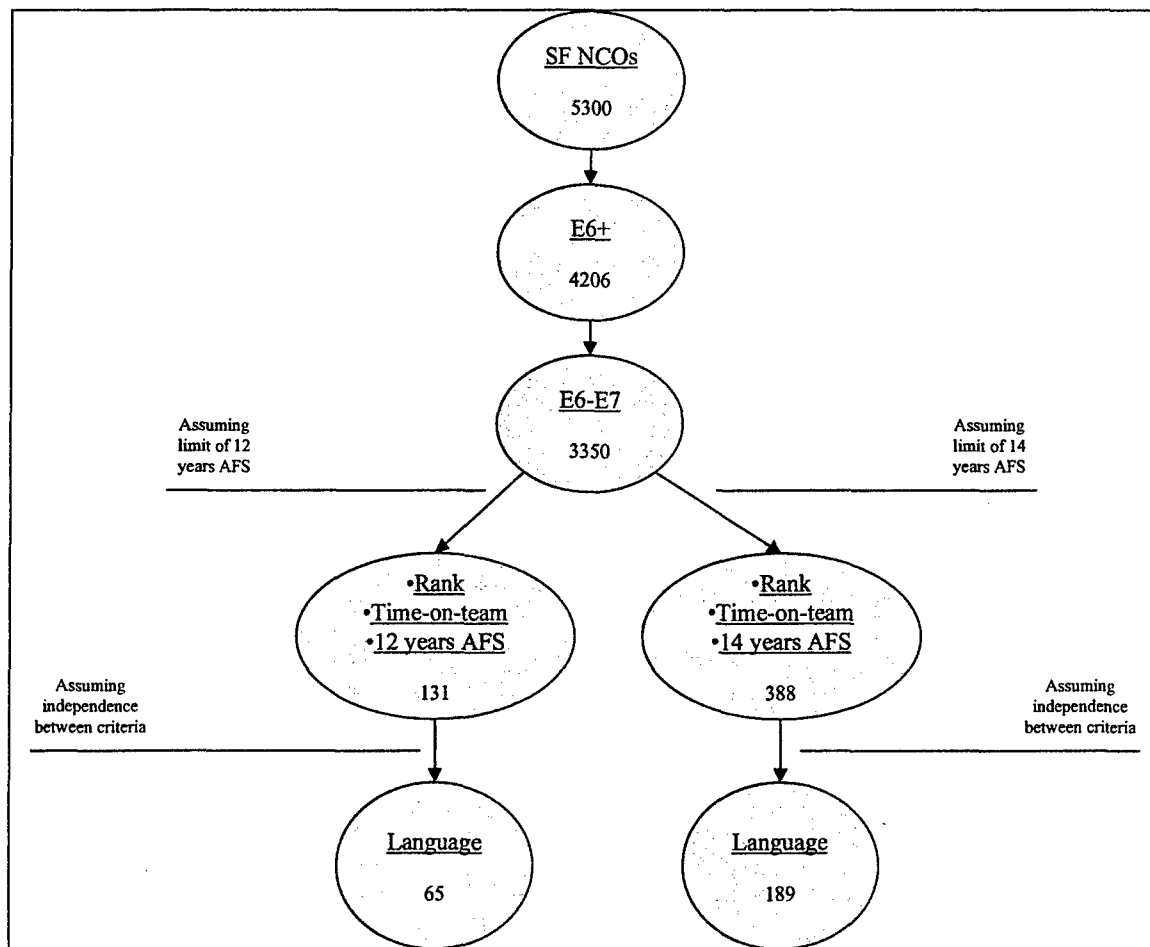


Figure 1. NCOs eligible for the Warrant Officer position.

⁸ We are assuming that 51% of the 1207 SSGs in the EMF would meet the language requirements, and that 17% of those would have at least 3 years time-on-team and fewer than 14 years AFS. $1207 * .51 * .17 = 105$. We are also assuming that 46% of the 2143 SFCs in the EMF would meet the language requirements, and that 8% of those would have at least 3 years time-on-team and fewer than 14 years AFS. $2143 * .46 * .08 = 79$.

Follow up Evaluation from the SFWOIS Data

In addition to analyzing eligibility based on existing data, we obtained information regarding the eligibility of the Soldiers who responded to the SFWOIS. The percentages of respondents who met the WO accession requirements appear in Table 3.

Table 3

Percent of NCOs who Meet Each Warrant Officer Accession Requirement

WO Requirement	Valid Percent
<i>SSG or above</i>	94%
<i>DLAB score of 85 or higher</i>	80%
<i>Language rating of 1+/1+ or higher</i>	29%
<i>Less than 12 years of AFS</i>	43%
<i>3 years or more of ODA time</i>	59%
<i>Completed the O & I course</i>	33%
<i>Completed the 18F course</i>	9%

When the requirements of SSG or above, less than 12 years of AFS, and 3 or more years of ODA time are put together, 10% (N=32) of respondents would qualify for WO accession. When language requirements were included, only 7% (N=24) of respondents were eligible. These are higher than our estimates based on existing data, which indicated that only 2% of SSG-SFCs would meet all of the criteria, 6% if the AFS limit was 14 years. The substantial difference between the estimates could be due to differences between the two samples; while the SF Command Field Survey respondents are assumed to be a random sample of the SF population, as mentioned previously it may be that the Soldiers who chose to respond to the SFWOIS or were asked to respond to the SFWOIS were skewed toward those who were eligible and/or interested in becoming a WO. Some evidence of this can be found in that 20% of the respondents indicated that they were very or extremely interested in becoming WOs, whereas only about 10% of the respondents to the SF Command Field Survey indicated an interest in pursuing a WO career.

Summary of Requirements

Analysis of the available recruiting population for WOs indicates that although each individual requirement for accession does not pose a large hurdle, the combination of the requirements does significantly reduce the available pool of eligible NCOs. Using the criteria of 12 years AFS, only 2% of SSG-SFCs were eligible for the WOBC, and using a criteria of 14 years 6% of SSG-SFCs were eligible. Because this is a lower bound, however, the actual percentage is likely to be slightly higher. Nevertheless, these percentages are very small and indicate that there are not many NCOs who are eligible to become WOs.

Interest in the WO Position

Information regarding NCOs interest in the WO position was obtained from both the SF Command Field Survey and the SFWOIS. Each survey provided a somewhat different approach to examining the issue. On the SF Command Field Survey Soldiers were asked to select from a list of programs that they planned to pursue in their career. One of the programs on the list was the WO program, and 10% selected it as a program they planned to pursue.

On the SFWOIS, Soldiers were asked, "How interested are you in becoming a WO"? Responses ranged on a 5-point scale from "Not at all interested" to "Extremely interested," and 16% of respondents indicated they were very or extremely interested in becoming WOs (see Table 4).⁹ Although interest appears somewhat higher in the SFWOIS survey, this may be partly due to the differences in the nature of the question format; the item on the SF Command Field Survey asks about actual pursuit of the WO program; whereas the SFWOIS asks only about interest in the program. It is not surprising that more Soldiers would indicate a general interest in something than would indicate actual pursuit. It is interesting however, that while only 10% may have specific plans to pursue a WO career the SFWOIS suggested that almost 60% show at least *some* degree of interest in a WO career. This suggests that recruiting for WO positions at least has potential for being successful.

It is important, however, to revisit the question of sample bias. As discussed in the Method section of this report, the SFWOIS sample is more heavily represented by SSGs and SFCs, and it is possible that the sample contains more Soldiers who were interested in a WO career. This would suggest that the results presented in Table 4 may present an exaggeration of the level of interest that exists in the general SF NCO population.

Table 4

Interest in Being a Warrant Officer (WO) – Special Forces WO Interest Survey Sample

	Frequency	Percent
<i>Extremely interested</i>	26	8%
<i>Very interested</i>	26	8%
<i>Moderately interested</i>	67	21%
<i>Slightly interested</i>	69	22%
<i>Not at all interested</i>	131	41%

Interest and Eligibility are Related

Results from the SFWOIS showed that Soldiers with a high or moderate level of interest in becoming a WO were more likely to be eligible for WOBC.

⁹ Note that the item on the SF Field Command survey used a "Select all that apply" format, and asked the Soldier if he was planning to pursue a career in the listed areas. The SFWOIS items used a standard Likert scale to measure level of interest. With the different formats, the responses cannot be directly compared.

We divided the respondents into three groups to present their responses:

- High: those who were very or extremely interested in becoming a WO (N=52),
- Medium: those who were moderately or slightly interested (N=136), and
- Low: those who were not at all interested (N=131).

In Table 5, we presented the numbers of respondents who reported meeting the SF eligibility requirements. We were interested in whether Soldiers' eligibility varied based on their interest level. Results indicated that a greater proportion of Soldiers in the High and Medium interest groups were eligible than those in the Low interest group (see Table 5). Using the 12 year AFS standard, we see that 15% in the High and 12% of the Medium interest groups met these eligibility requirements, while 5% of the Low interest group met them. It may be that part of the interest in becoming a WO derives from being eligible.

Table 5

Percent of NCOs Who Meet Each Warrant Officer Accession Requirement by Level of Interest

Requirement	Interest Level		
	High (N=52)	Medium (N=136)	Low (N=131)
(a) SSG or higher	92% (48)	92% (125)	93% (122)
(b) 12 or less years of AFS	44% (23)	46% (62)	27% (36)
(c) 14 or less years of AFS	52% (27)	60% (82)	40% (52)
(d) 3 or more years of ODA time	65% (34)	49% (67)	54% (71)
(a), (b), (d) combined	15% (8)	12% (16)	5% (6)
(a), (c), (d) combined	23% (12)	22% (30)	12% (15)

In addition, those Soldiers who were highly interested in being a WO were also most knowledgeable about the eligibility requirements, although the pattern is not completely linear. The SFWOIS listed all the requirements in the survey and asked the respondents whether they knew the requirements before having seen them in the survey. 52% of respondents indicated that they did not know the WO requirements. As Table 6 shows, Soldiers in the High interest group were more likely than those in the Medium and Low interest groups to know the requirements for accession. Interestingly, however, even 40% of the respondents in the High interest group were not aware of the specific requirements for this career path.

Motivating Factors to Become a WO

The SFWOIS and the focus groups conducted with WOBC and WOAC graduates provided insight to the aspects of the WO position that were attractive to them. Responses to items on the SFWOIS can be seen in Table 7. Soldier responses are separated into groups with High, Medium, and Low levels of interest.

Results indicated four aspects that were most attractive about the WO position. Each of these is listed and discussed briefly.

1. Increased civilian job opportunities after retirement and better retirement benefits. Of all the potentially attractive features of the WO position that were listed in the SFWOIS, Soldiers across all three interest groups most strongly endorsed the expectation that they would have more civilian job opportunities after retirement if they became a WO. 73% of those in the High interest group, 58% in the Medium interest group, and 38% in the Low interest group agreed or strongly agreed that they believed they would have better civilian job opportunities.

Table 6

NCO Knowledge of Warrant Officer Accession Requirements by Level of Interest

Question Asked	High Interest (N=52)	Medium Interest (N=136)	Low Interest (N=131)
Did you know the eligibility requirements?			
Yes	59%	42%	49%
No	40%	58%	51%

WOBC and WOAC candidates also reported the belief that becoming a WO provided better opportunities after retirement as well as better retirement benefits. They felt that they would be highly desirable candidates for government and industry jobs because of their specialized training (for example in Military Intelligence), leadership experience, and their ODA time. Moreover, they believed that both government and industry were actively recruiting from the WO ranks.

2. Greater authority and responsibility of being a WO. Results of the SFWOIS showed that almost 70% of the Soldiers in the high interest group agreed or strongly agreed that they would like the increased authority and responsibility of being a WO. Similarly, one of the primary attractions listed by graduates of the WOBC and WOAC was the opportunity for more responsibility and leadership, and holding a command position.

3. Longer time on an ODA. Another driving force behind the desire to transition into the 180A MOS was the desire to remain on an ODA for up to five more years. As was mentioned in the introduction to this report, once an NCO becomes a WO he is expected to serve on an ODA at least for 5 more years, until reaching the grade of CW3. This is about 3½ years longer than he could expect to stay on a team if he was promoted from an E7 to an E8. By remaining on the team for such a long period of time, WOs are able to provide a high degree of continuity and stability to the team. 65% of the Soldiers in the high interest group on the SFWOIS agreed or strongly agreed that they would spend more time on a ODA as a WO.

From the perspective of WOBC and WOAC students, the benefit of having an experienced WO on a team is that he is a valuable source of experience and expertise during deployments and is able to mentor the newer team members. Furthermore, the WO position provides the opportunity for prior NCOs to have more input on the decisions being made that pertain to the mission and the team, take on the responsibility of commanding other soldiers, and apply long-range vision to the team.

4. Increased civilian and military educational opportunities. SFWOIS results indicated that of the Soldiers in the high interest group, 56% agreed or strongly agreed that they would have more civilian

Table 7

Attractive Features of the Warrant Officer (WO) Program: Opinions from the Special Forces WO Interest Survey

	High Interest (N=52)			Medium Interest (N=136)			Low Interest (N=131)			Overall (N=319)		
	Agree/ Strongly Agree	More Likely/ Much More Likely to Apply		Agree/ Strongly Agree	More Likely/ Much More Likely to Apply		Agree/ Strongly Agree	More Likely/ Much More Likely to Apply		Agree/ Strongly Agree	More Likely/ Much More Likely to Apply	
I'll have more opportunities for promotion if I become a WO.	50% (N=26)	46% (N=24)		31% (N=42)	29% (N=37)		19% (N=24)	7% (N=8)		29% (N=94)	23% (N=71)	
I'll have more civilian educational opportunities if I become a WO.	56% (N=29)	48% (N=25)		46% (N=63)	41% (N=53)		32% (N=41)	19% (N=22)		42% (N=134)	33% (N=101)	
I'll have more military educational opportunities if I become a WO.	50% (N=26)	54% (N=28)		32% (N=43)	38% (N=48)		22% (N=28)	8% (N=10)		31% (N=98)	29% (N=87)	
My fellow NCOs will probably resent my officer status if I become a WO.	31% (N=16)	25% (N=13)		13% (N=18)	17% (N=22)		22% (N=28)	7% (N=9)		20% (N=63)	15% (N=45)	
I'll spend a longer time on a team if I become a WO than if I don't.	65% (N=34)	54% (N=28)		46% (N=61)	47% (N=60)		34% (N=43)	16% (N=19)		44% (N=140)	36% (N=108)	
WOs have more choice in duty assignments.	31% (N=16)	37% (N=19)		21% (N=28)	31% (N=40)		22% (N=28)	12% (N=15)		23% (N=74)	25% (N=76)	
I would like the increased authority and responsibility of being a WO.	69% (N=36)	58% (N=30)		50% (N=68)	41% (N=53)		27% (N=34)	11% (N=13)		43% (N=138)	32% (N=96)	
I think I'll have more civilian job opportunities after retirement if I become a WO.	73% (N=38)	65% (N=34)		58% (N=78)	51% (N=64)		38% (N=48)	21% (N=25)		52% (N=164)	41% (N=123)	

educational opportunities if they became a WO, and 50% agreed that they would have more military educational opportunities if they became a WO. These percentages were lower for Soldiers in the Medium and Low interest groups. For Soldiers in the Low interest group, there were 32% and 22%, respectively, agreeing they would have more civilian and military educational opportunities. These items also elicited high percentages of respondents answering that the item would make them either more or much more likely to apply (30- 45%).

While SFWOIS results, completed by SF NCOs, reported educational opportunities as a motivational factor, current WOs from WOBC and WOAC, describe the lack of military and civilian educational opportunities as a problem. It is possible that, although NCOs believe they will have more opportunities, these do not materialize, and thus produce the negative responses of current WOs.

Summary. In general, the increase in responsibility, time on team, and the opportunity to lead are the strongest factors that attract NCOs to a career as a WO. Accordingly, these are good candidates for themes that could be advertised when recruiting NCOs, in addition to the benefits incurred after retirement. However, caution must be exercised in terms of advertising increased educational opportunities. While these appear to be highly appealing to NCOs, there is a danger of over-promising on opportunities that SF may not be able to deliver.

Overall, NCOs are interested in becoming WOs because they want to prolong the time they spend deployed in the field as part of an SF ODA. In addition, as a senior member of the team, the WO position gives them the opportunity to command and to take on more responsibilities. There seems to be a disparity, however, between the perceptions of NCOs and what actual WOs report with respect to military and educational opportunities.

The Influence of Perks on Interest in WO

The SF Command Field Survey directly asked respondents what effect Special Duty Assignment Pay (SDAP) for WOs, annual clothing allowance, and tougher prescreening requirements would have on their desire to attend the Warrant Officer program. Results were analyzed for those respondents who reported having 14 or fewer years of AFS on the survey. Approximately 315 NCOs in this category responded to these questions. Results showed:

- 63% said that SDAP would somewhat or greatly increase their desire to attend the WO program; 36% said it would have no effect.
- 54% said that clothing allowance would somewhat or greatly increase their desire to attend a WO program; 46% said it would have no effect.
- 40% said that tougher prescreening requirements would somewhat or greatly increase their desire to attend WO program; 58% said that the tougher requirements would have no effect.

These results illustrate that pay issues such as SDAP and clothing allowance played a role in increasing the desire to attend the WO program for about half of the respondents. However, we do not know the extent to which these factors would actually motivate a Soldier to pursue a WO position. That is, even if their interest in the WO position increased substantially with SDAP, they might not be motivated enough to pursue a career. As such, it makes sense to examine the responses among those who are already inclined to pursue a WO career, but might need an additional incentive. Among those 164 respondents who said they were interested in pursuing a WO career, the following results were obtained:

- 81% said that SDAP would somewhat or greatly increase their desire to attend the WO program; 19% said it would have no effect.
- 70% said that clothing allowance would somewhat or greatly increase their desire to attend a WO program; 30% said it would have no effect.
- 50% said that tougher prescreening requirements would somewhat or greatly increase their desire to attend the WO program; 48% said that the tougher requirements would have no effect.

These findings indicate that for Soldiers already interested in the WO Program, SDAP and clothing allowance could be expected to provide a strong incentive.

SF Command Field Survey respondents were also directly asked about the importance of incentives for staying in SF, and the results are presented in Table 8. Results only include responses from NCOs who reported having 14 or fewer years of AFS and they are presented separately for Soldiers planning and not planning to pursue a WO career. Results indicated that perks are very important to everyone for staying in SF, but that they are even more important to those interested in a WO career. NCOs interested in the WO program were much more likely to endorse the importance of the getting promoted on schedule, getting priority placement in advance/specialty schools, and the Selective Reenlistment Bonus (SRB). As such, these benefits in particular should be considered important in recruiting Soldiers into the WO program.

Table 8

Special Forces (SF) Command Field Survey: The Importance of Incentives to NCOs for Staying in SF

Specific Incentives	NCOs <u>Not</u> Planning To Pursue WO Career	NCOs Planning To Pursue WO Career
	<i>Very Important or Extremely Important</i>	<i>Very Important or Extremely Important</i>
<i>Proficiency/Special Duty Pay</i>	71% (N=297)	77% (N=87)
<i>Authorized separate rations for deployments</i>	76% (N=298)	81% (N=87)
<i>Getting promoted on schedule</i>	78% (N=293)	86% (N=87)
<i>Selective Reenlistment Bonus</i>	68% (N=298)	74% (N=86)
<i>TDY pay/bonuses for long/frequent deployments</i>	82% (N=299)	89% (N=87)
<i>Getting priority placements in advanced or specialty schools</i>	81% (N=299)	88% (N=85)
<i>Authorized time for college courses</i>	65% (N=299)	64% (N=86)

Barriers to Recruitment

Results suggested several potential barriers to recruiting for the WO position: problems with pay, concerns about training and educational opportunities, poor perceptions of the WO position, and lack of information. We will discuss each of these areas.

Problems with Pay

WOs in interviews and focus groups stated that the biggest obstacle in recruitment was the "WO pay problem." Two primary problems were described: one was pay disparity and the other, recognition for work done. As reported by DSOP, Soldiers prior to FY04 experienced a loss of income moving from E-7 to WO1 positions, and the disparity persisted until reaching the rank of CW3. (Most NCOs attending the WOBC at the time of this research are at least E-7s.) The pay cut stems from lost benefits such as SDAP, clothing allowance, and the Critical Skills Retention Bonus. In an information paper written in September of 2002, the author estimated that an NCO who accessed into the 180A MOS at 12 years of AFS and retiring as a CW3 with 22 years of service would lose \$57,018.46 during his time as a WO (Edwards, 2002). The group of recent graduates of the WOBC stated that the monthly loss of pay incurred in the transition into W-1 was enough to deter many who otherwise would have been interested in becoming warrants. This was reported to be particularly true for those Soldiers with dependents.

At the time of these analyses, some efforts had been made to address the issue of pay disparity, with pay protection measures put in place starting in FY04. The pay protection measures basically indicated that NCOs accessing to WO positions will continue to receive the higher of their NCO or WO pay until such a point as their WO pay is higher than their previous NCO pay. However, most of the warrants that provided feedback viewed this as a pay freeze until they achieve the rank of CW2, since it is not until then (two years after becoming WO1), that their pay will be higher than what they were earning as E-7s two years before.

The WOs interpreted the pay issue as getting a promotion, without the accompanying increase in pay. This point addresses the second part of the "WO pay problem" which is recognition for work done. As WOs, they have more responsibilities, face longer working hours, but get less pay than the senior NCOs on the team. NCOs recognize this fundamental inequality, and as such, are hesitant to apply for the warrant position.

Results from the SFWOIS also identified pay as a problem. It is important to note that the pay changes enacted for FY04 were listed at the beginning of the survey; therefore, respondents were aware of the FY04 changes that have been made to the WO pay structure.

When asked what the top two negative things would be about becoming a WO there was a diversity of responses, but pay was the most commonly selected response, with 26% selecting pay as a negative. It should be noted, however, that when asked what the top two positive things would be about becoming a WO, 25% selected pay as one of the choices. This suggests that some NCOs responding to the SFWOIS may have been focused on the short-term loss of pay, while others were likely focused on the long-term increase that could be expected. Nonetheless, 62% of all SFWOIS respondents agreed or strongly agreed that they would be paid less in the short term if they became WOs, and 46% indicated that this made them less likely or much less likely to apply.

Importantly, when asked what two things SF or the Army could do to encourage them to apply to become a WO 77% selected pay as one of the top two things, with 47% of respondents ranking issues with pay as the *most important* thing. Thus, even though efforts were being made to address pay issues for the WO rank, NCOs still had the perception of a pay disparity.

Concerns about Training and Educational Opportunities

In addition to pay issues, WOs in the focus groups indicated concerns with different aspects of their training and educational opportunities. WOs in the WOBC focus group expressed concerns about the value of the Warrant Officer Candidate School (WOCS) at Ft. Rucker for their training as an SF WO. While SF NCOs attending WOCS already had a number of years of leadership experience, Soldiers in the focus group indicated that the other Soldiers who attend the course have less experience. As a consequence, a considerable amount of time is spent in the course on topics that are review for the SF NCOs. Their frustration that the six weeks provided little developmental gain was compounded by the fact that attending the course meant additional time away from their families.

WOs in the WOAC focused on a broader concern of not receiving sufficient career development. SF WOs do not attend any SF WO specific courses between the ranks of W01 and CW3 (i.e., between WOBC and WOAC), which is a period of 5 years. WOAC candidates stated that by the time they attend WOAC, the education they receive is outdated, since most of them have had to perform duties that require WOAC training for some time. In addition, they feel that the civilian educational opportunities afforded to them are unrealistic. Because of the length of time they are deployed (at the time of the interviews they reported being deployed at least 7 months each year), it is too difficult to attend civilian classes on their own time. Also, pursuing tuition reimbursement incurs signing on for 2 more years of active duty, which some WOs were hesitant to do.

Responses from the SFWOIS were somewhat in contrast to the concern expressed by the WOBC and WOAC students. Interestingly, 37% of the respondents on the survey agreed or strongly agreed that WOCS would be a valuable learning experience for them. However 30% either indicated they did not know or that they neither agreed nor disagreed. This suggests a lack of information among NCOs regarding the WO training and development process.

Similarly, while nearly all of the WOAC focus group members agreed that training and educational opportunities were poor for WOs, 42% of the respondents on the SFWOIS agreed or strongly agreed that they would have more civilian educational opportunities if they became a WO, and 31% agreed or strongly agreed that they would have more military educational opportunities if they became WOs. It may be that some NCOs expect greater training and educational opportunities as a WO, and when these are not realized they are highly frustrated.

Tepid Perceptions of the WO Position

Some of our early interviews and discussions indicated that differences of opinion existed in the SF community regarding the effectiveness of the WO position itself, so the SFWOIS was designed to capture information regarding NCOs views of the WO position. Five relevant questions were asked based on interviews (See Table 9). Results confirmed that there are differences of opinion in the SF community regarding the WO position. NCOs who were interested in a WO career were more likely to be positive about the position than those who indicated they were not interested in a WO career.

When asked if the WO position was respected by NCOs, more than half of the respondents agreed or strongly agreed (54%). A sizable number (23%) indicated indifference – that they “neither agreed nor disagreed,” and the remainder disagreed, with the exception of a few respondents who said they did not have enough information to make a rating. When responses were examined based on level of interest in becoming a WO, nearly 70% of high-interest NCOs agreed or strongly agreed that the WO

Table 9

Responses to the Special Forces Warrant Officer (WO) Interest Survey Regarding the Effectiveness of the WO Position

	High Interest (N=52)		Medium Interest (N=136)		Low Interest (N=131)		Overall (N=319)	
	Agree/ Strongly Agree	More Likely/ Much More Likely to Apply	Agree/ Strongly Agree	More Likely/ Much More Likely to Apply	Agree/ Strongly Agree	More Likely/ Much More Likely to Apply	Agree/ Strongly Agree	More Likely/ Much More Likely to Apply
The WO position is respected among NCOs in SF.	69% (N=36)	57% (N=29)	62% (N=84)	32% (N=40)	38% (N=48)	9% (N=11)	54% (N=171)	27% (N=81)
The WO position is respected among officers in SF.	55% (N=28)	44% (N=22)	48% (N=65)	21% (N=27)	34% (N=44)	8% (N=10)	44% (N=139)	20% (N=60)
To be most effective, every ODA should have a WO.	79% (N=41)	57% (N=29)	64% (N=87)	33% (N=42)	46% (N=58)	11% (N=14)	59% (N=188)	28% (N=86)
WOs are particularly well suited to fill staff positions (given their experience and training).	63% (N=32)	39% (N=19)	65% (N=88)	21% (N=27)	53% (N=67)	3% (N=4)	59% (N=188)	17% (N=51)
I think WOs are the best suited to be Assistant Detachment Commanders.	69% (N=35)	63% (N=32)	55% (N=74)	38% (N=47)	32% (N=40)	9% (N=10)	47% (N=149)	31% (N=90)

position is respected among NCOs; whereas only 38% of low-interest NCOs agreed or strongly agreed. When asked if the position is respected by officers responses were considerably more negative for the high interest group, with only 55% of high-interest and 34% of low-interest NCOs agreed or strongly agreed.

One of the biggest differences of opinion between high and low interest NCOs concerned whether WOs are best suited to be Assistant Detachment Commanders. Almost 70% of high-interest NCOs agreed or strongly agreed that WOs are the best suited to be Assistant Detachment Commanders, but only 32% of low-interest NCOs agreed, a difference of 37%.

These results indicate that a wide variety of opinions, from endorsement to negative views, exist regarding WOs in SF. While on the average about half of the respondents indicated positive views of the WO position, the other half were indifferent, unsure, or negative. None of the latter would provide a positive recruiting environment, and suggests that one problem in recruiting WOs could be NCO perceptions of the usefulness of the position and of how other NCOs and officers view the position.

Lack of Information

One final barrier to recruitment for the WO position that emerged from these data is the lack of information Soldiers have about WO pay and accession requirements. As mentioned, the FY04 pay changes were described on the first page of the SFWOIS survey to ensure that Soldiers' responses reflected the pay structure at the time of the survey. When asked if they were aware of the changes, 69% of the respondents said they were not. Moreover, these results did not differ by level of interest.

Many respondents were also not aware of the requirements to be a WO. The SFWOIS listed all the requirements in the survey and when asked, 52% of respondents indicated that they did not know the WO requirements before seeing them on the survey. As described previously, Soldiers in the high interest group were more likely than those in the medium and low interest groups to know the requirements for accession. Results showed 40% of the respondents in the high interest group, 58% in the medium interest group, and 51% in the low interest group were not aware of the specific requirements for this career path.

Recommendations for Future WO Accessions

The following section presents recommendations for increasing the number of WO accessions. WOs in interviews and focus groups indicated that many of the issues that the SF WO program is facing are broader issues that exist Army-wide. As such, some solutions may require Army-wide fixes (e.g., pay). We have focused the recommendations from the perspective of actions within the control of USAJFKSWCS and DSOP.

Continue to Consider Pay Changes

As we have reported, the single biggest concern continues to be pay. While the FY04 pay change ensured new WOs do not have a decrease in pay, the fact that they would not get pay increases for a number of years remained a point of contention. In essence it represented a pay freeze for two years, just at a point in which they are taking on more responsibilities.

Some may view this as a case of "whining." But there are at least two very real consequences of the short-term pay loss that should be considered. First, from a purely economic standpoint, it is likely that these Soldiers are being asked to take the salary freeze at a point in their life when for many of them

their family financial responsibilities are increasing; therefore, making ends meet in the short term is much more important and salient than the greater gain that will occur later in their career.

The second consequence, and likely the most important, is the message it sends regarding the value of the WO. There is an inherent perceived relationship between money and value, such that a worker who is highly paid is viewed as being highly valued. So the pervading message of not providing a salary increase for attaining WO status is that this accomplishment and this position is not valued by SF or Army leadership. This message then becomes part of the climate of the organization. While the leadership may state that they value WOs in SF, actions will typically have a greater effect on developing the pervading climate within an organization than words. And in fact, results from the SFWOIS showed half of the respondents held indifferent or negative responses regarding perceived respect for the WO position. While there is no way to know if a causal link exists between the pay issues and the tepid climate regarding the WO position, the coexistence is at least noteworthy.

SF could consider possible supplements and bonuses to pay to try to raise the WO level of compensation upon receiving their commission. Committing money to bonuses or other supplemental pay would provide a message to NCOs that the SF Command values the WO position and is committed to its continued success.

Improve Publicity of Pay and Other Changes

The fact that almost 70% of the respondents were not aware of the FY04 pay changes provided an emphatic indication that a better system is needed to publicize pay changes as well as other changes to the WO position or accessions process. While the pay change may well have been highly publicized in Army and special operations news venues, this may not be a productive source to reach the eligible NCO population. One option might be some type of direct email or Army Knowledge Online (AKO) notice to the eligible NCOs. Eligible NCOs could be identified in a basic manner based on their rank and time in service in the Army enlisted personnel database. Once a database of the eligible population was identified, the direct email approach could also be used as a tool to provide general marketing and recruiting materials – a topic discussed in the following section.

Develop a Marketing Pamphlet

The SFWOIS results indicated that half of the respondents were not aware of the specific prerequisites to apply to be an SF WO. While NCOs in the high interest group were more likely to be aware of the requirements, even in that group 40% were not aware of the requirements.

This suggests that accessions efforts could benefit greatly from a more assertive information or marketing campaign. One logical aspect of this would be a marketing pamphlet or booklet, available both in a high quality print format as well as a PDF electronic version. This booklet could provide factual information regarding application requirements and the application process as well as general information about a WO career. Feedback from the SFWOIS about reasons to apply and barriers could be used to market the positive aspects of a WO career, while still providing a realistic preview of the job and job requirements.

Regarding the accessions requirements, it would be important to note in the booklet that certain accessions requirements may be subject to waivers. This might serve to minimize the potential problem of NCOs effectively removing themselves as candidates because they did not meet certain eligibility criteria that perhaps are often waived for other Soldiers (e.g., 12 year AFS limit). A broader pool of applicants could be obtained if interested candidates were instructed to contact DSOP to discuss the options, even if they did not meet all of the criteria.

As with any marketing literature, it would be important to update the pamphlet every few years to ensure that it was current. An update may be required sooner, if required by substantial changes in the WO position or training.

Develop an Active Plan to Improve Perceptions of the WO Position

These results indicated that a wide variety of opinions – including endorsement, indifference, and negative perceptions exist regarding the WOs position in SF. While on the average about half of the respondents indicated positive perceptions of the WO position, the other half were indifferent, unsure, or negative. None of the latter provides a positive recruiting environment, and it suggests that one problem in recruiting WOs could be NCO perceptions of the usefulness of the position and perceptions of how other NCOs and officers view the position.

In order to devise an appropriate plan to improve perceptions, more information should be obtained regarding reasons for negative or indifferent responses. Focus groups could be conducted with SF NCOs to discuss any negative perceptions they have or have heard from others. Interviews and discussions could be held with senior WOs, NCOs and officers on the topic. An active plan to improve perceptions could be developed based on the feedback from these sessions.

Consider Training and Career Path Changes

DSOP has delineated a clear career progression for WOs once they leave an SF team. Due to the vast experience WOs accumulate during their team time, and their Commissioned Officer status, WOs are supposed to fill staff positions once they reach the CW3 grade. As such, career progression can be used as an incentive for NCOs to apply to the WO MOS. Similar to the issues surrounding pay and accession requirements, information regarding the expected career progression of a WO needs to be disseminated to NCOs.

Among NCOs there is a belief that as WOs they will have more access to civilian and military educational opportunities, and these opportunities are seen as reasons for applying to become WOs. However, information gathered through focus groups with current WOs seems to contradict the availability of these educational opportunities. Currently, WOs do not receive any military educational training in the 5 years between the WOBC and the WOAC. Many current WOs indicated that they would greatly benefit from a staff level training course before reaching the CW3 grade, since most of them had been required to fill staff level positions as CW2s. DSOP has indicated they are developing a course that would fill in this educational gap. We agree that it would be useful to review the training programs of instruction for the WOBC and WOAC to ensure they are aligned appropriately with the subsequent WO job requirements.

Other aspects of the career training could be reviewed as well. For example, another military training gap is that Warrant Officers are not required to attend Joint Professional Military Training. Although they are allowed to attend, they are admitted only if extra training slots are available. Making the training requirement the same for WOs as officers would ensure WOs receive Joint education when required and receive Joint credit for assignments.

In addition, because of their deployments, WOs reported an absence of realistic prospects to pursue civilian educational opportunities. They suggested that they would benefit from the opportunity to take time off to pursue educational opportunities. The feasibility of this could be examined, and if increased educational opportunities could be provided these opportunities could also be used in marketing the WO program, particularly as they relate to civilian job prospects once a WO retires.

Increase Active Recruiting Measures

SFWOIS results indicated that only 31% of the respondents had ever had someone try to recruit them to submit a WO packet. Further, NCOs who indicated they were not interested in the WO position were targeted for recruitment as often as those who are. While it may be possible to talk an NCO with no interest into applying to the WO program, recruitment would likely yield a better rate of return if more attention was focused on those who have at least some degree of interest.

Currently, WO recruiting occurs primarily through word-of-mouth. Soldiers who are currently serving in WO positions are expected to recruit NCOs that they feel would do well in the WO position. As the WO program is trying to build its ranks to full strength, however, increased active recruiting efforts might be more effective in meeting the accessions goals. This could involve the use of large scale email or mail contacts for Soldiers in the eligible population. Or, to maintain the WO involvement in the recruiting process, could involve programs to motivate WOs to engage in more active recruiting of promising NCOs.

Recent Initiatives

Since the time of this survey and analyses, several initiatives were approved to increase WO accession and retention. Addressing the pay problem, the Army approved several pay initiatives, including the following: (1) SDAP of \$375 per month to save pay during training, (2) Critical Skill Accession Bonus (CSAB) of up to 60K with an Active Duty Service Oath (ADSO) of 6 years – with \$20K currently implemented), (3) Critical Skill Retention Bonus (CSRB) to retain the SF WO with 19-25 years active federal service providing \$150K for a 6 year ADSO to \$8K for a 1 year ADSO, and (4) SF WO Assignment Incentive Pay (AIP) of \$750 a month to retain the WO with 25 years AFS or more, in operational positions. The CSAB, CSRB and AIP were implemented in May 2005 and approved through December 2007. In addition, the National Defense Authorization Act (NDAA) proposal for 2007 includes a targeted base pay raise up to 8.8% for warrant officers. This is currently pending congressional approval.

Significant changes have also been made with regard to the WO training process. Starting in July 2006, WO candidates will no longer attend the 4-week course at the Warrant Officer Candidate School at Ft. Rucker, followed by the 11-week WO Basic Course (WOBC) at Ft. Bragg. Instead, under a 2-year test program approved by the Vice Chief of Staff of the Army in November 2006, they will attend all training at Ft. Bragg. This includes one week of initial officership training, and 14 weeks of SF WOBC, totaling 15 weeks of SF Warrant Officer Technical and Tactical Certification (WOTTC) (see Burton, 2006). Following the WOTTC the individual will be awarded MOS 180A and return to the force as a WO1, SF WO. This revision eliminates 16-38 weeks of administrative wait time, and eliminates redundant training from the pipeline.

Personnel are hopeful that the accession of Soldiers to the SF WO program will show improvements as those changes take effect. Implementation of the suggestions presented in this report could further help the WO program in its efforts to increase manpower to full strength.

References

- Burton, J. (2006). Army approves new SF warrant officer training. *Special Warfare*, 19(1), 14-15.
- Edwards, W. (2002, September 3). *Health of MOS 180A*. Special Operations Proponency Office Information Paper. Ft. Bragg, NC: U.S. Army John F. Kennedy Special Warfare Center and School.
- Zazanis, M. M., Sanders, M.G., & Carpenter, T.D. (2001). *Special Forces 2000: A Report from the Field*. (ARI Technical Report 1765). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD B264775)

APPENDIX A: SPECIAL FORCES WARRANT OFFICER INTEREST SURVEY (SFWOIS)

Informed Consent

The U.S. Army Research Institute is conducting research for the JFK Special Warfare Center and School. We are asking that you fill out the attached survey. The purpose of the survey is to find out SF NCO interest in and eligibility for the Warrant Officer (WO) position.

Instructions

The survey will take about 15 minutes. You can use either pen or pencil to mark your responses. When you are finished, place your survey back in the envelope, seal it, and return it as directed by your local point of contact.

Protection of Privacy

Your answers are confidential and will only be seen by the researchers conducting the survey. No one in SF will see your answers, so please answer openly and honestly.

Voluntary Participation

Your participation in this survey is completely voluntary and you can choose, without penalty, to not answer any or all questions on the survey.

Contact

If you have any questions or comments concerning this survey, you may contact the researcher, Gonzalo Ferro, using the contact information below. You may keep this cover sheet for later reference.

Gonzalo Ferro
1300 N. 17th Street, Suite 1010
Arlington, VA 22209
(703) 812-3055
Gonzalo.Ferro@pdri.com

Thank you for your participation.

The following information may be useful to you as you go through the survey. Based on FY04 pay changes, below is the monthly pay of a WO1 compared to equivalent pay for an E-7 with 12 years of Active Federal Military Service (AFMS). Note that the Army will provide **pay protection** for Soldiers who become Warrant Officers until their WO pay exceeds their enlisted pay.

	WO1	E-7
Basic Pay	\$3164	\$2980
Basic Allowance for Sustenance	\$175	\$254
Housing (Ft. Bragg) w/ dependents	\$884	\$885
SDAP	0	\$300
Total	\$4223	\$4419

Army Special Forces Warrant Officer Interest Survey

The goal of this survey is to find out the interest and eligibility of SF NCOs in the Warrant Officer (WO) position, and your opinions about becoming a WO. Your answers are confidential and will be seen only by the researchers conducting the survey, so please answer honestly. When you are finished, seal the survey in the envelope provided.

The following are the requirements to be a WO:

- E-6 or above
- DLAB score of 85 or higher, or current 1+/1+ language rating
- At least 3 years on an ODA
- Less than 12 years of Active Federal Military Service (AFMS)
- Completed O & I / 18F
- Letters of recommendation from Detachment, Company, Battalion, & Group Commanders.

1. Did you know the requirements for being a WO before you read the list above? Yes ☐ No ☐
 2. What is your DLAB score? _____ If you don't know, do you think it's 85 or higher? Yes ☐ No ☐
 3. What is your current language rating? _____ If you don't know, do you think it's a 1+/1+ or higher? Yes ☐ No ☐
 4. How many years of AFMS do you have? _____ How many years have you been assigned to an ODA? _____
 5. Current rank? _____ Years in rank? _____
 6. Have you completed the O & I course? Yes ☐ No ☐ When? _____ [MM/YY]
 7. Have you completed the 18F course? Yes ☐ No ☐ When? _____ [MM/YY]
 8. Current MOS _____
 9. Has anyone ever tried to recruit you to submit a WO application? Yes ☐ No ☐
 10. Have you ever submitted a WO application? Yes ☐ No ☐
- If you answered Yes, what was the outcome?
- Accepted, I plan to attend. ☐
- Accepted, but I do not plan to attend. ☐
- Not accepted. ☐

Below, please rate whether you think each of the WO requirements is appropriate for the WO position.

	Keep Requirement As Is	Lower the Requirement	Raise the Requirement	Drop the Requirement	Comments
11. DLAB of 85+ or 1+/1+ language rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. At least 3 years on an ODA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. Less than 12 years of AFMS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14. E-6 or higher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. Completion of O&I or 18F	<input type="checkbox"/>	N/A	N/A	<input type="checkbox"/>	

Below, read each statement on the left. For each, please give two answers:

A. How much do you agree or disagree with the issue?

B. Does this make you more or less likely to apply to be a WO?

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know Enough To Answer		Much More Likely To Apply	More Likely To Apply	Less Likely To Apply	Much Less Likely To Apply	Does Not Affect My Decision
16.	The WO position is respected among NCOs in SF.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	The WO position is respected among officers in SF.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	To be most effective, every ODA should have a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	WOs are particularly well suited to fill staff positions (given their experience and training).	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	I would get paid less in the short-term if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	I would get paid less in the long-term if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	I'll have more opportunities for promotion if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	I'll have more civilian educational opportunities if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	I'll have more military educational opportunities if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	My fellow NCOs will probably resent my officer status if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	I'll spend a longer time on a team if I become a WO than if I don't.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.	WOs have more choice in duty assignments.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	I would like the increased authority and responsibility of being a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29.	WOCS will be a valuable learning experience for me.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	My time at WOCS will be well spent.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	I think I'll have more civilian job opportunities after retirement if I become a WO.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	a) I think WOs are the best suited to be Assistant Detachment Commanders. b) Please explain why or why not.	a. I agree/ disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. This makes me ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Explanation:												

33. How interested are you in being a WO (or how interested would you be if you met the requirements)?

Extremely Interested	Very Interested	Moderately Interested	Slightly Interested	Not at all Interested
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. Before taking this survey, were you aware of the FY04 WO pay structure changes outlined on Page 1 of the survey?

Yes ☐

No ☐

35. What do you think would be the top two positive things about becoming a WO?

1. _____

2. _____

36. What do you think would be the top two negative things about becoming a WO?

1. _____

2. _____

37. What two things could SF or the Army do to encourage you to apply to become a WO (rank order by importance)?

1. _____

2. _____

[illegible]

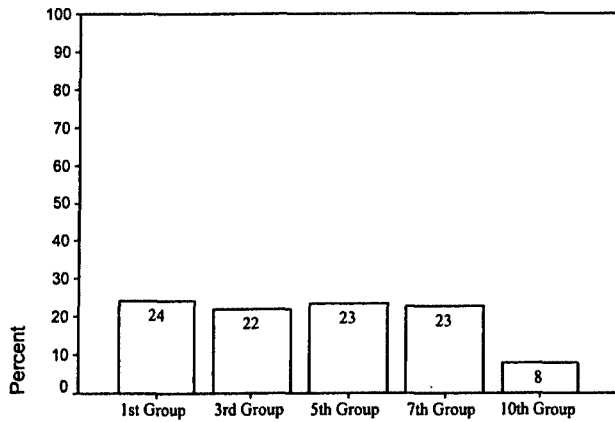
Thank you for your participation! If you have any questions about this survey, please contact Gonzalo Ferro at (703) 812-3055 Gonzalo.Ferro@pdri.com. If you are interested in finding out more about the Warrant Officer program, please contact CW5 McPherson at DSN 239-1879 or Mcphersw@soc.mil.

APPENDIX B: SFWOIS RESULTS

The charts on the following pages present the distribution of responses for each item of the SFWOIS. The numbers within the bars in the charts represent the percentage of respondents providing that answer.

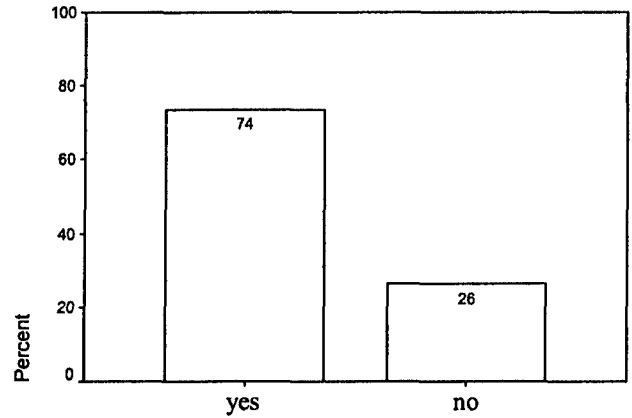
What SF group does respondent belong to?

(N=325)



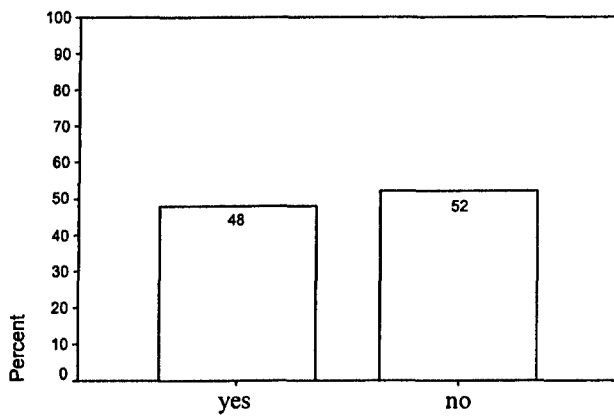
If you don't know, do you think

it's 85 or higher? (N=175)



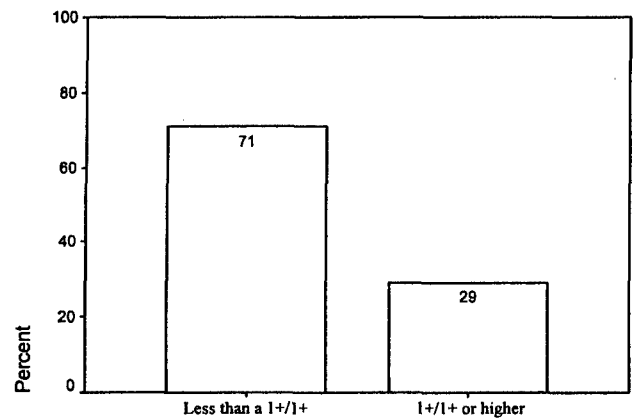
Did you know WO requirements before you

read the above list? (N=298)

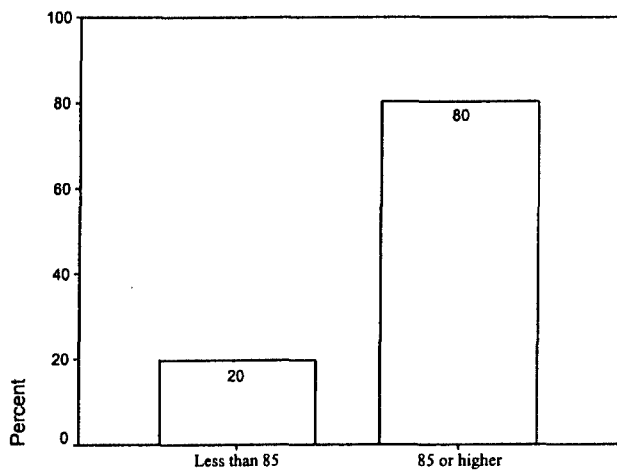


What is your current language rating?

(N=325)

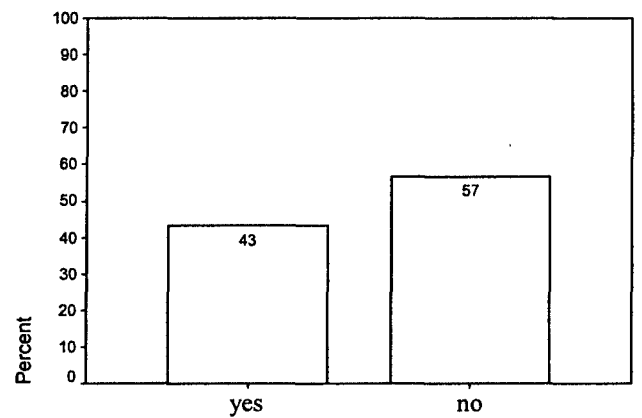


What is your DLAB score? (N=168)



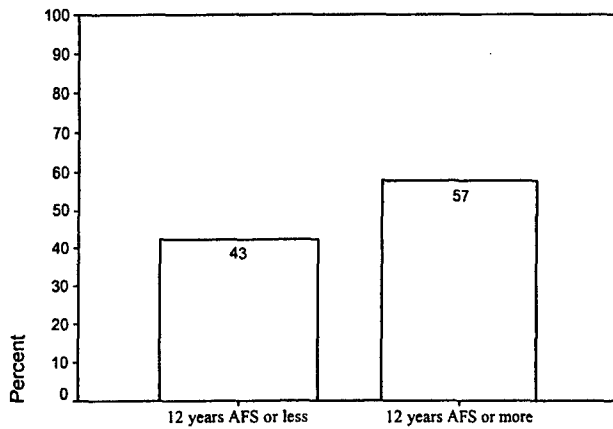
If you don't know, do you think it's a 1+/1+

or higher? (N=88)



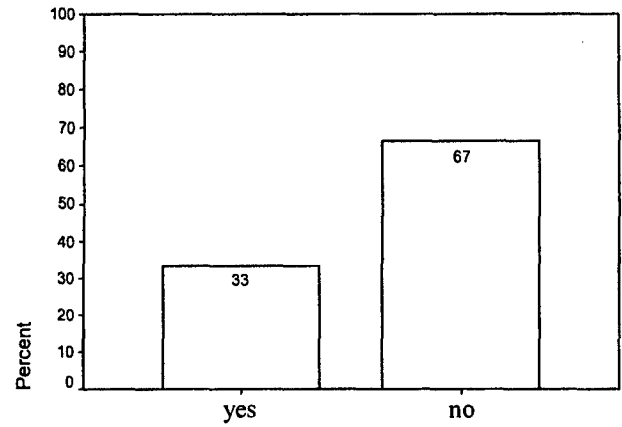
How many years of AFS do you have?

(N=286)

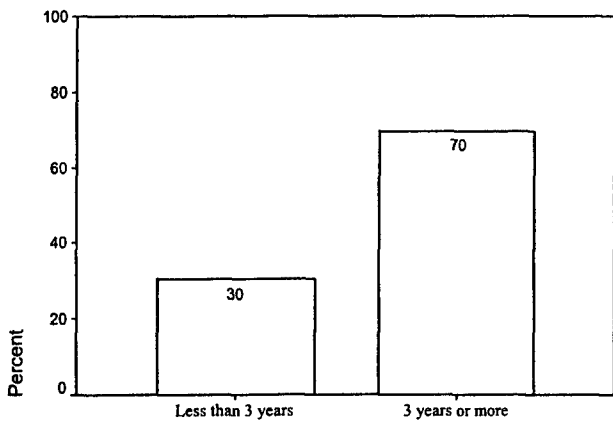


Have you completed the O & I course?

(N=323)

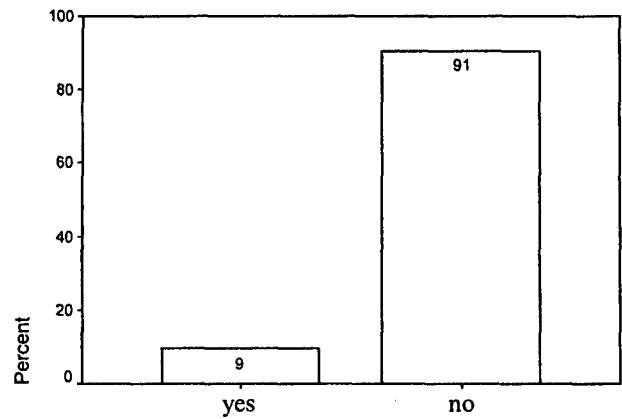


How many years have you been assigned to an ODA? (N=300)

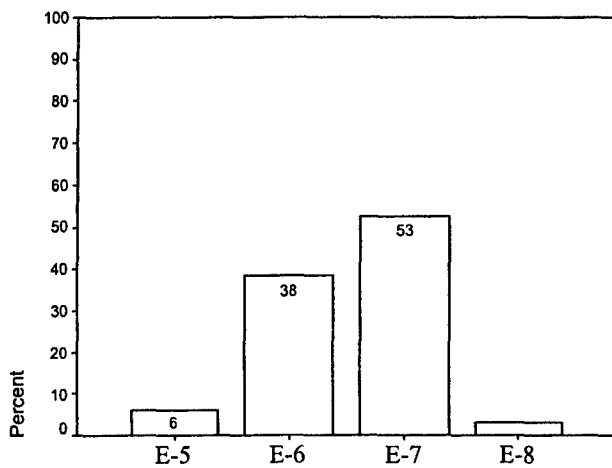


Have you completed the 18F course?

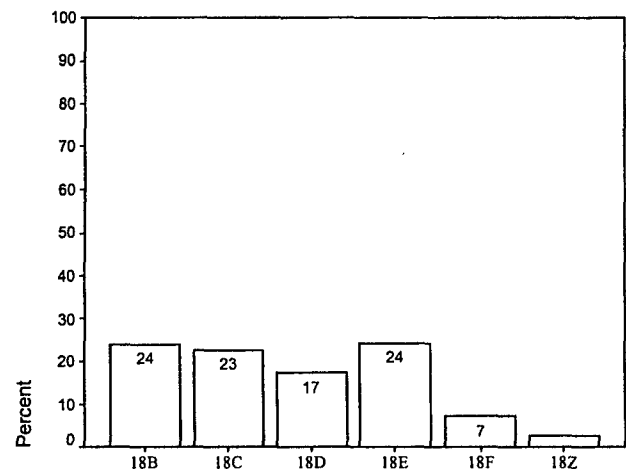
(N=319)



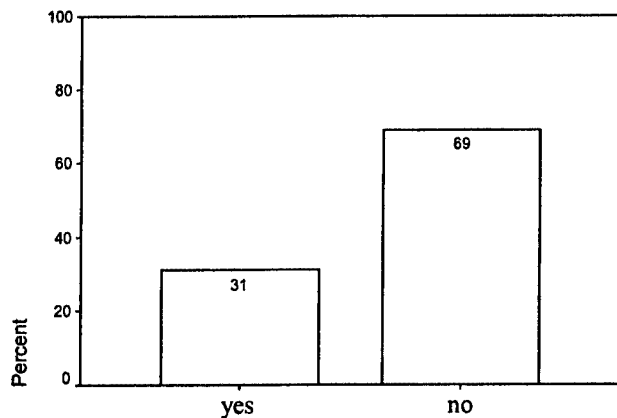
Current rank? (N=319)



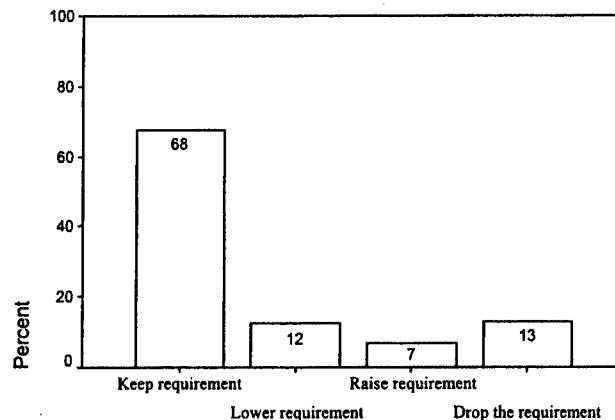
Current MOS? (N=325)



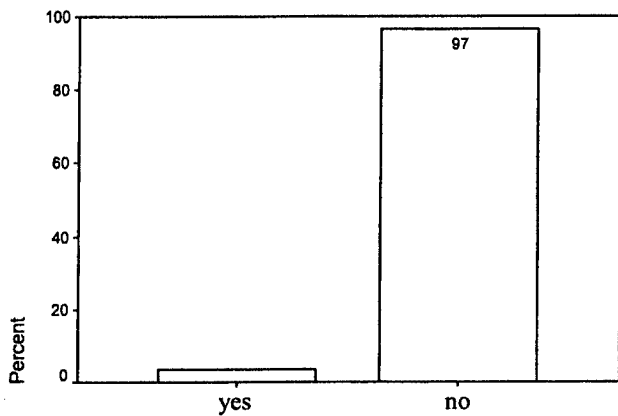
Has anyone ever tried to recruit you to submit a WO application? (N=323)



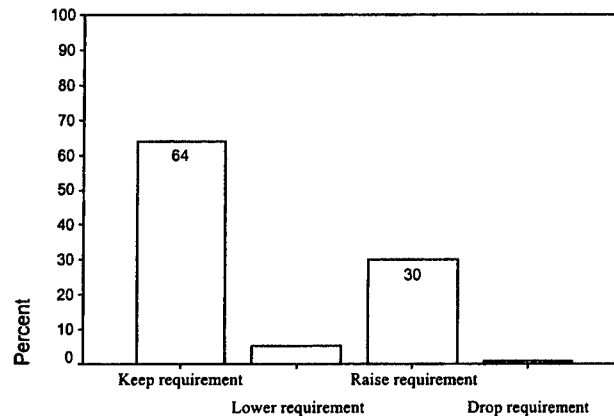
Is requirement appropriate for WO position?
DLAB of 85+ or 1+/1+ language rating (N=315)



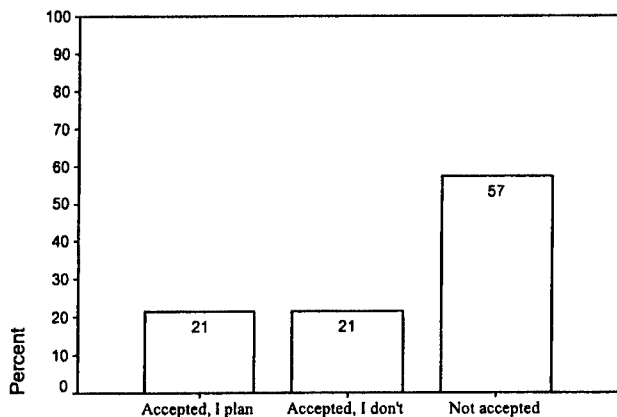
Have you ever submitted a WO application? (N=316)



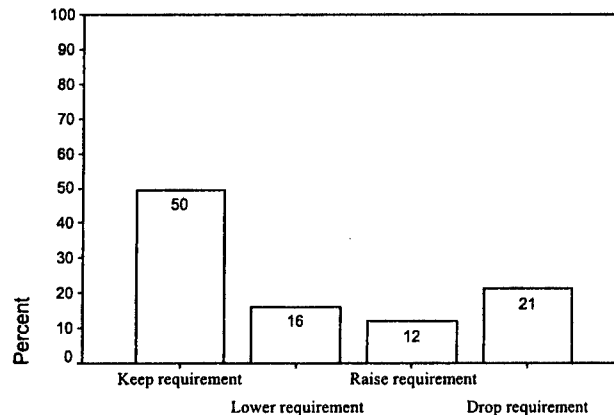
Is requirement appropriate for WO position?
At least 3 years on an ODA (N=317286)



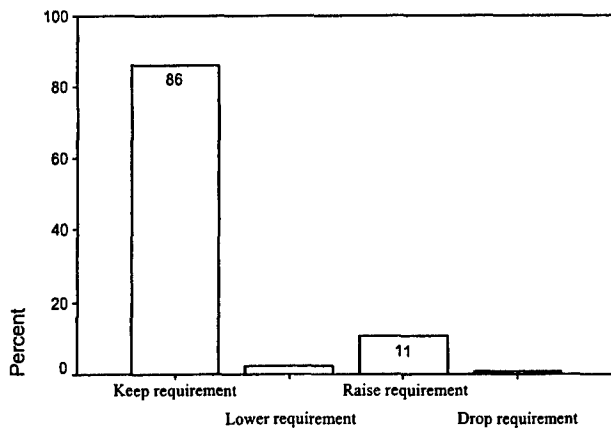
If you answered Yes, what was the outcome? (N=14)



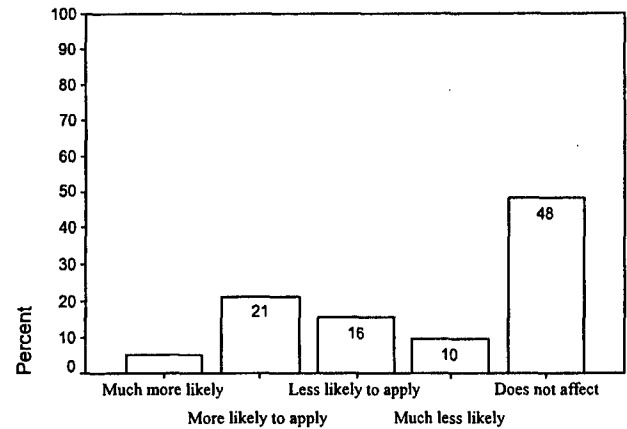
Is requirement appropriate for WO position?
Less than 12 years of AFS (N=307)



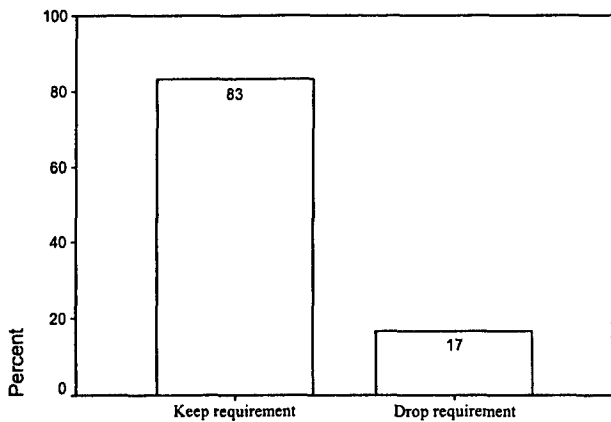
Is requirement appropriate for WO position?
E-6 or higher (N=318)



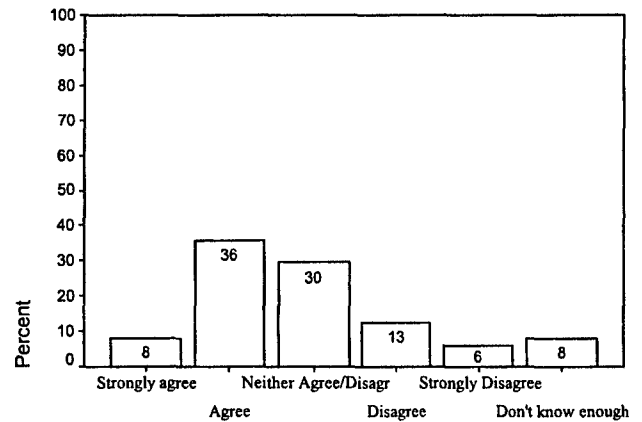
The WO position is respected among
NCOs in SF - this makes me (N=305)



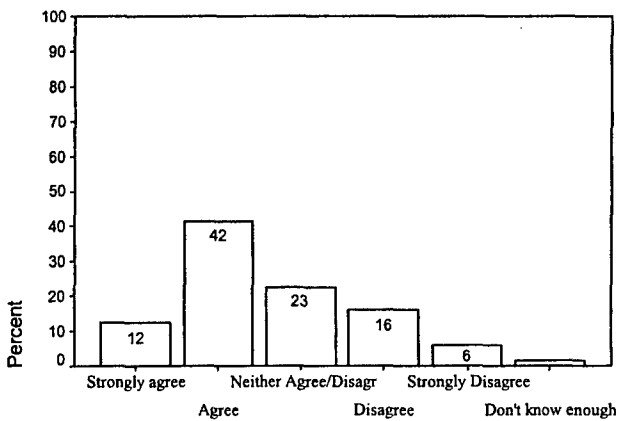
Is requirement appropriate for WO position?
Completion of O&I or 18F (N=308)



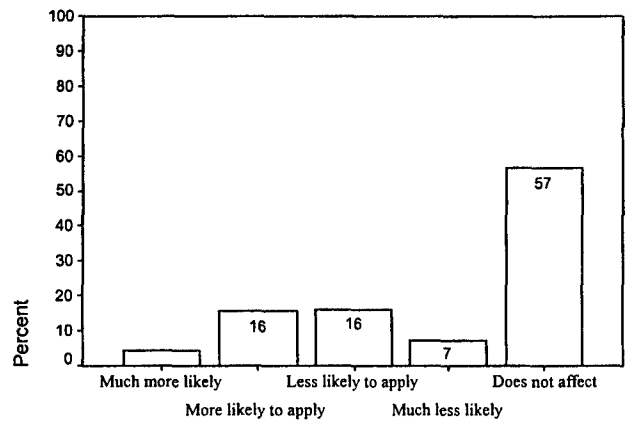
The WO position is respected among
officers in SF - agree/disagree (N=318)



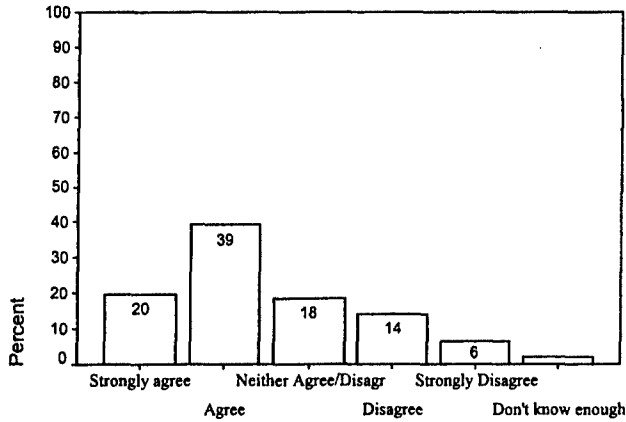
The WO position is respected among
NCOs in SF - agree/disagree (N=319)



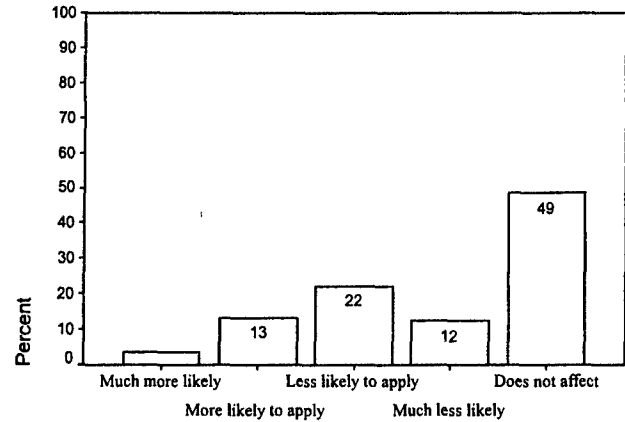
The WO position is respected among
officers in SF - this makes me (N=304)



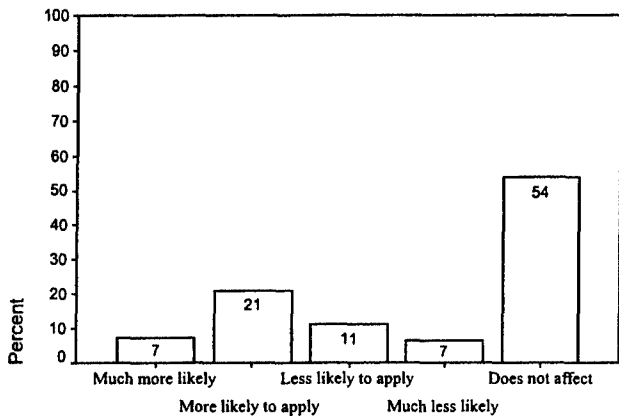
To be most effective, every ODA should
have a WO - agree/disagree (N=319)



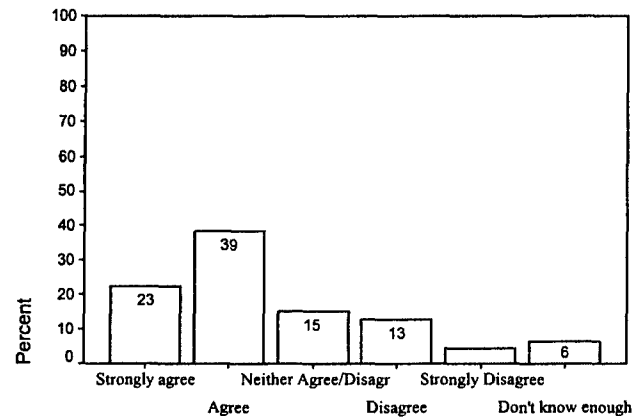
WOs are particularly well suited to fill
staff positions - this makes me (N=302)



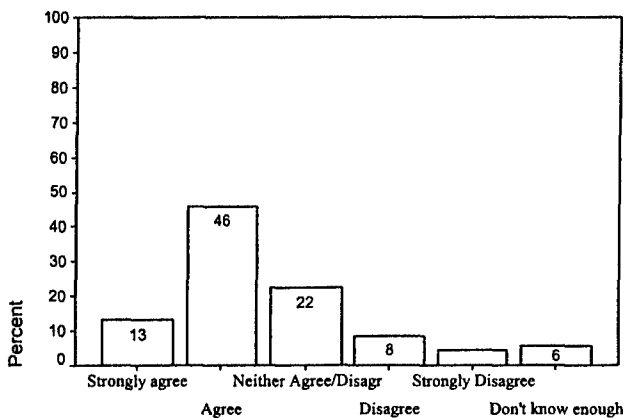
To be most effective, every ODA should
have a WO - this makes me (N=305)



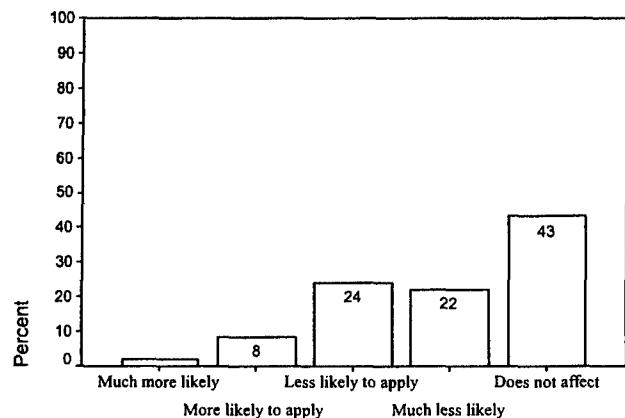
I would get paid less in the short-term
if I become a WO - agree/disagree (N=319)



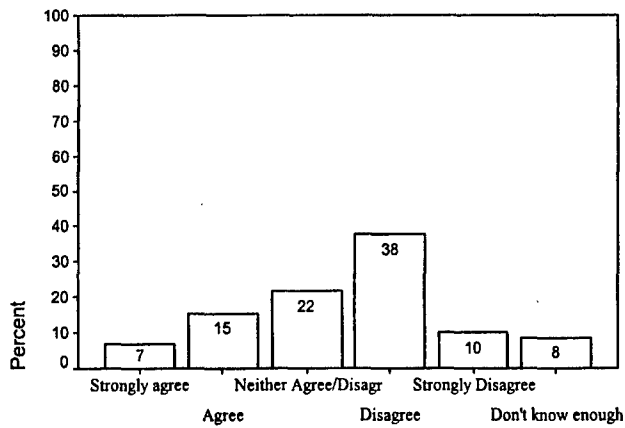
WOs are particularly well suited to fill
staff positions - agree/disagree (N=318)



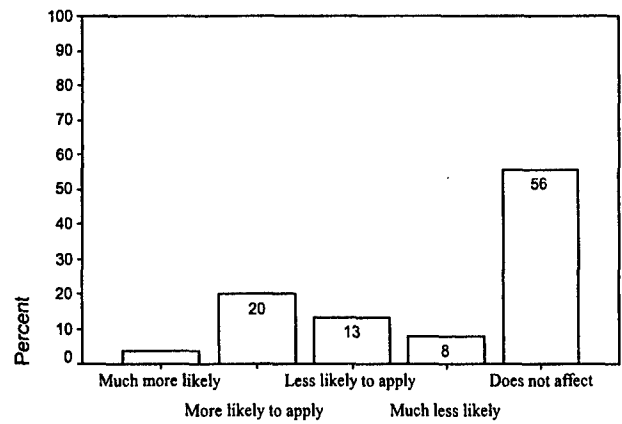
I would get paid less in the short-term if
I become a WO - this makes me (N=308)



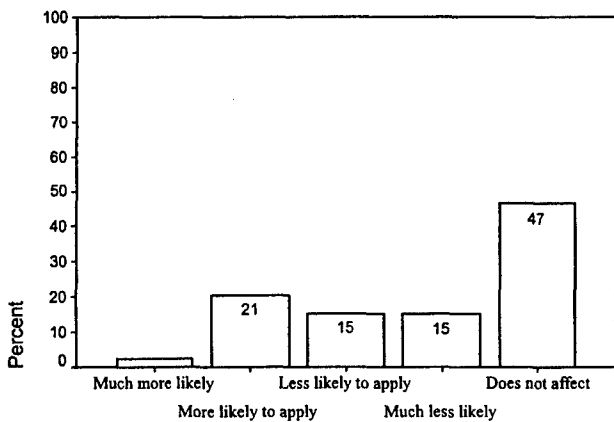
I would get paid less in the long-term
if I become a WO - agree/disagree (N=319)



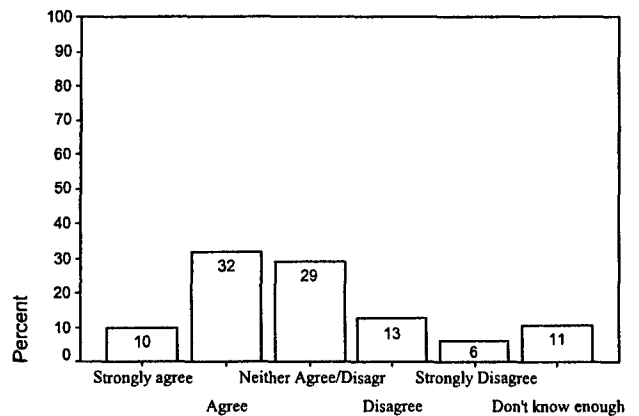
I'll have more opportunities promotion
if I become a WO - this makes me (N=305)



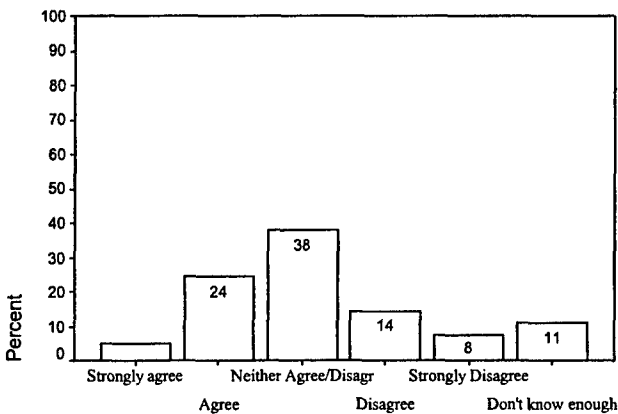
I would get paid less in the long-term
if I become a WO - this makes me (N=)



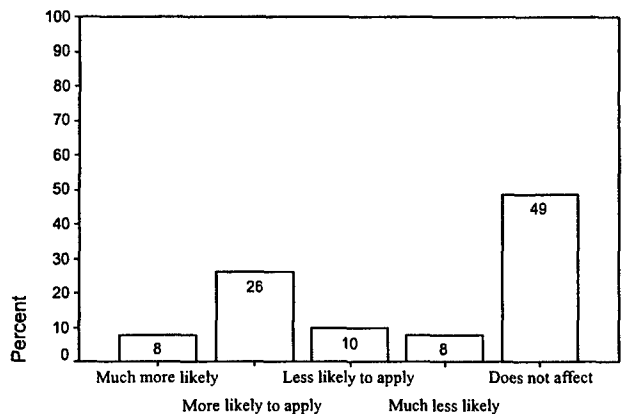
I'll have more civilian educational opportunities
if I become a WO - agree/disagree (N=320)



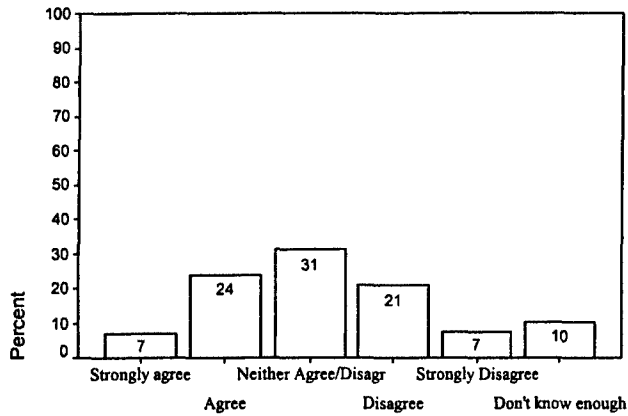
I'll have more opportunities for promotion
if I become a WO - agree/disagree (N=320)



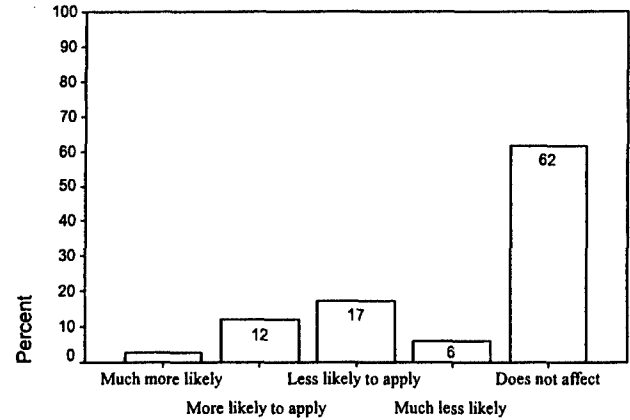
I'll have more civilian educational opportunities
if I become a WO - this makes me (N=303)



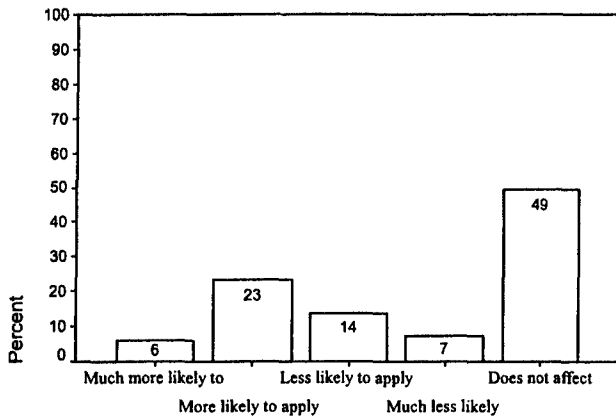
I'll have more military educational opportunities
if I become a WO - agree/disagree (N=320)



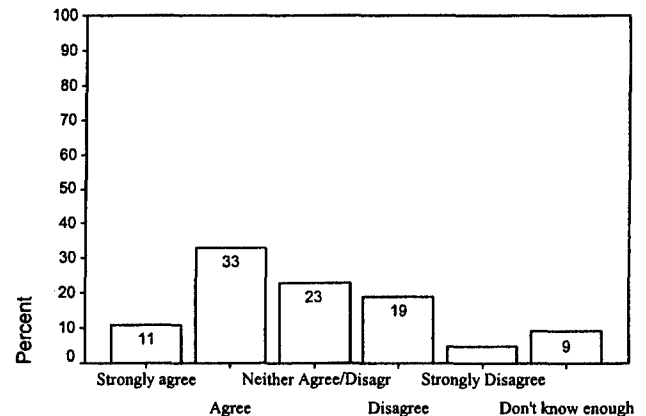
My fellow NCOs will probably resent my officer
status if I become a WO - this makes me (N=304)



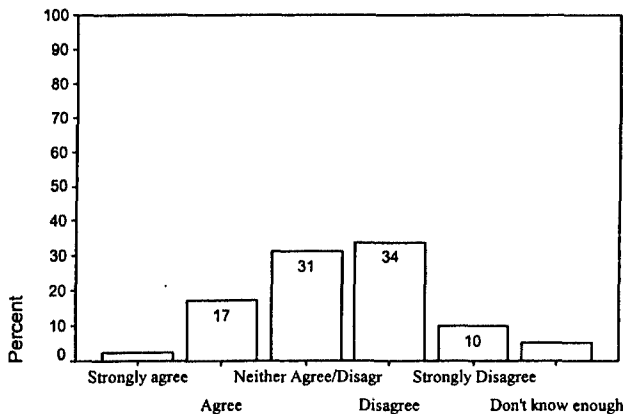
I'll have more military educational opportunities
if I become a WO - this makes me (N=302)



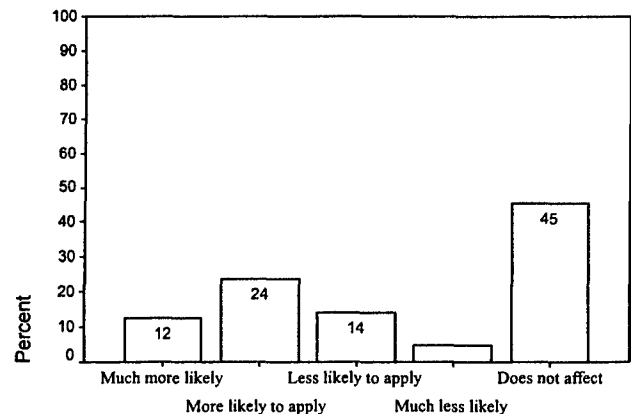
I'll spend a longer time on a team if I become a
WO than if I don't - agree/disagree (N=317)



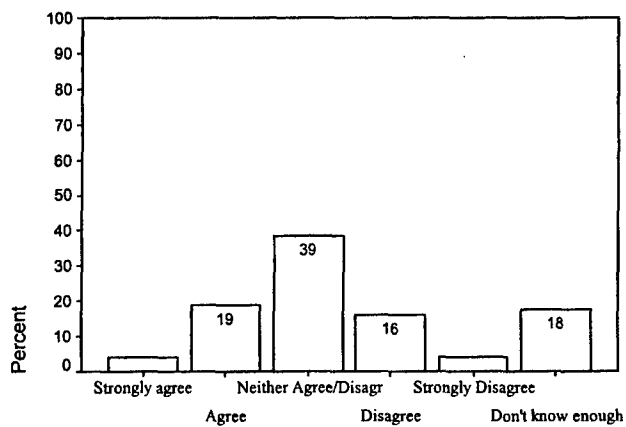
My fellow NCOs will probably resent my officer
status if I become a WO - agree/disagree (N=320)



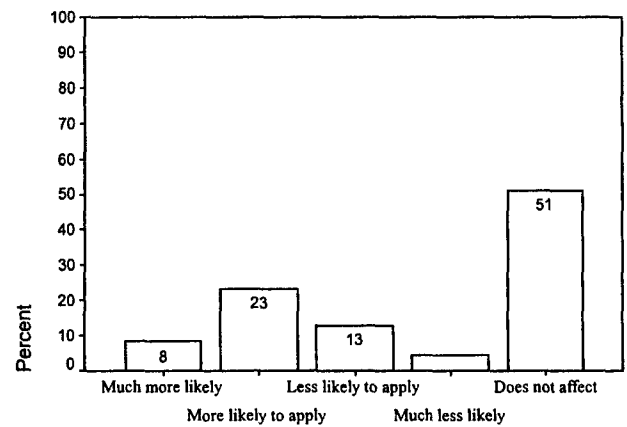
I'll spend a longer time on a team if I become a
WO than if I don't - this makes me (N=304)



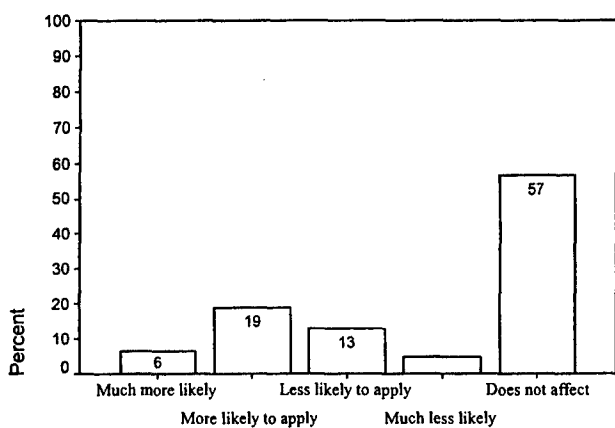
WOs have more choice in duty assignments - agree/disagree (N=320)



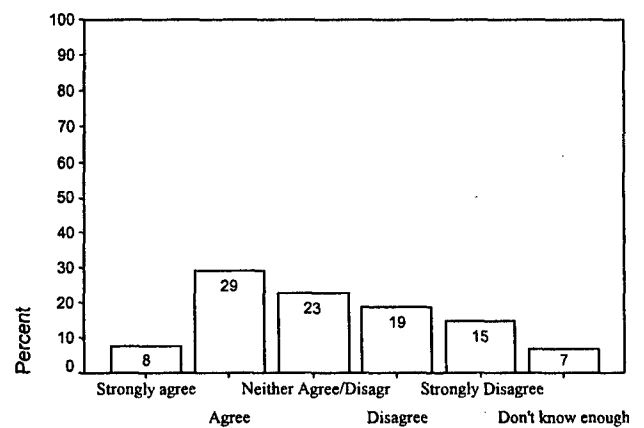
I would like the increased authority and responsibility of being a WO - this makes me (N=305)



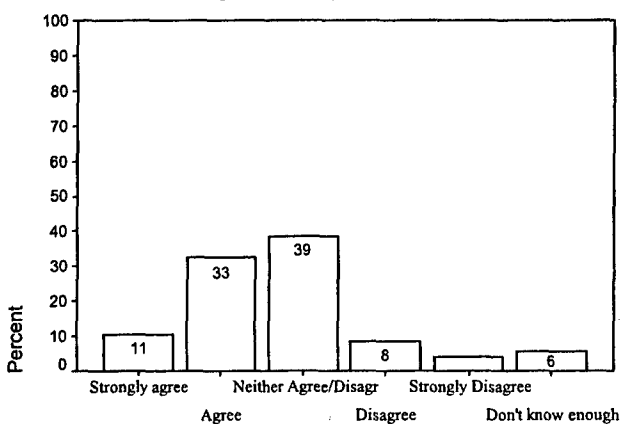
WOs have more choice in duty assignments - this makes me (N=304)



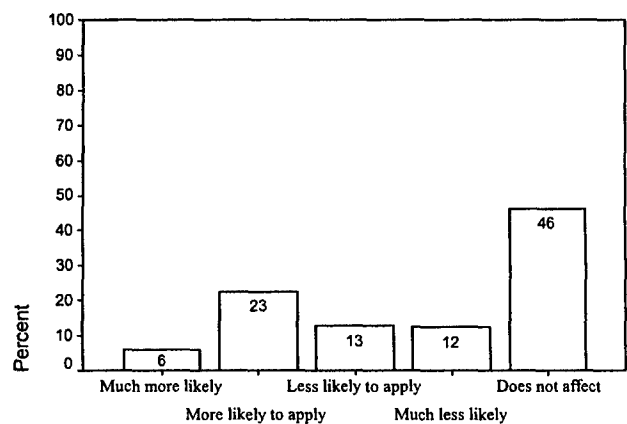
WOCS will be a valuable learning experience for me - agree/disagree (N=319)



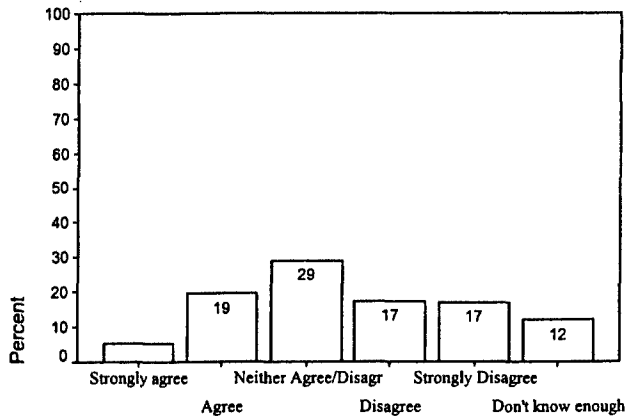
I would like the increased authority and responsibility of being a WO - agree/disagree (N=320)



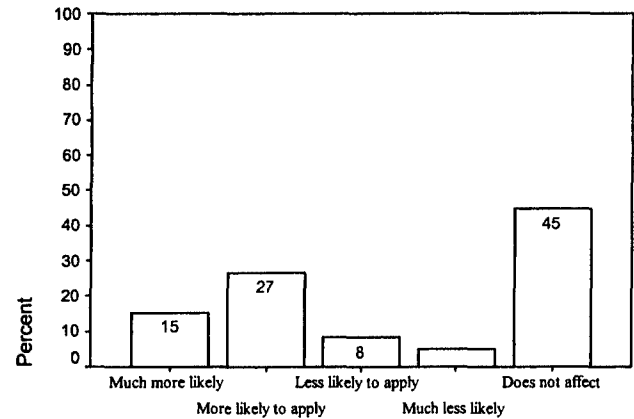
WOCS will be a valuable learning experience for me - this makes me (N=305)



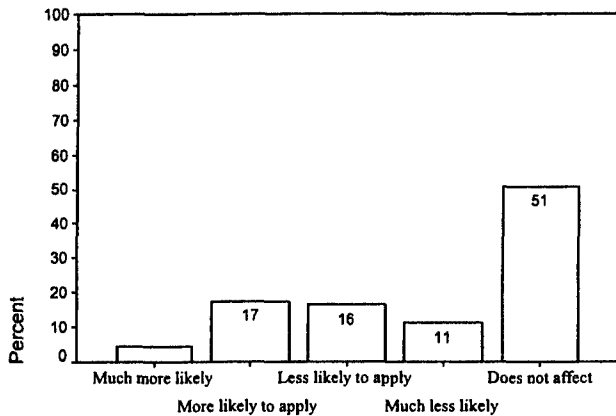
My time in WOCS will be well
spent - agree/disagree (N=318)



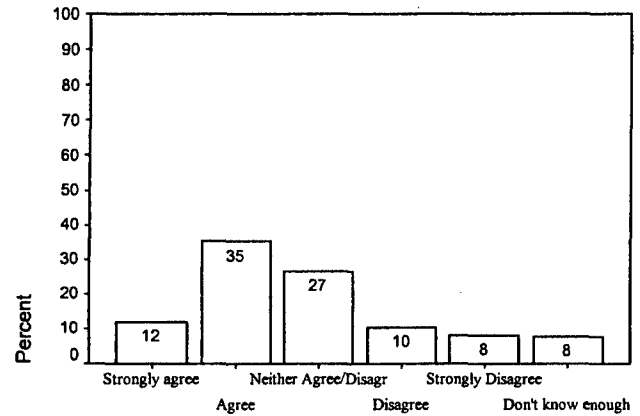
I think I'll have more civilian job opportunities after
retirement if I become a WO - this makes me (N=298)



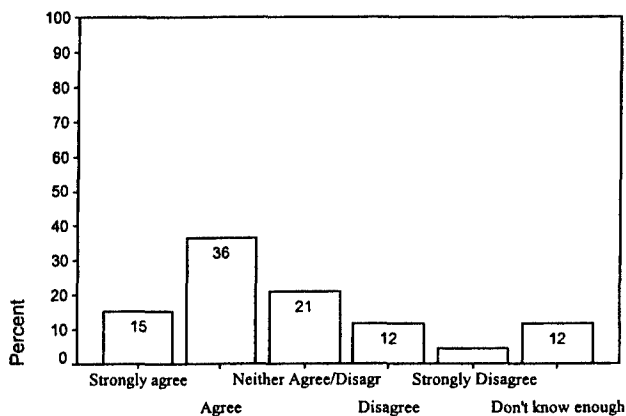
My time in WOCS will be well spent
- this makes me (N=298)



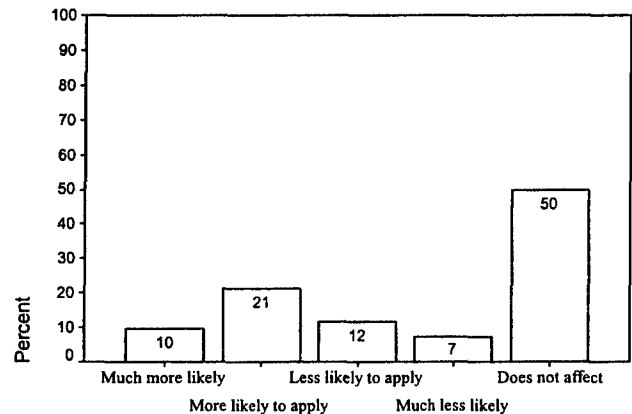
I think WOs are the best suited to be Assistant
Detachment Commanders - agree/disagree (N=316)



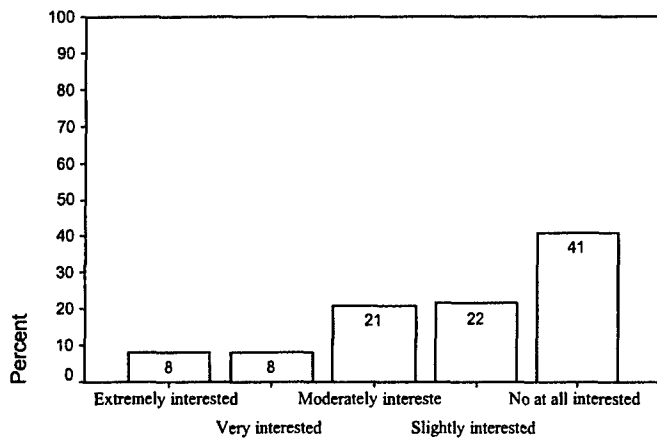
I think I'll have more civilian job opportunities after
retirement if I become a WO - agree/disagree (N=318)



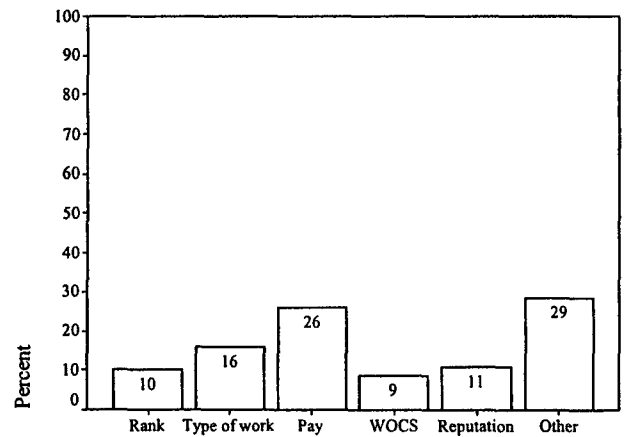
I think WOs are the best suited to be Assistant
Detachment Commanders - this makes me (N=294)



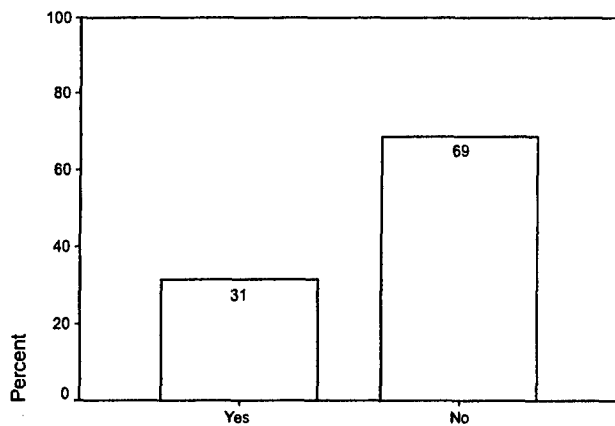
How interested are you in being a WO (or how interested would you be if you met the requirements) (N=319)



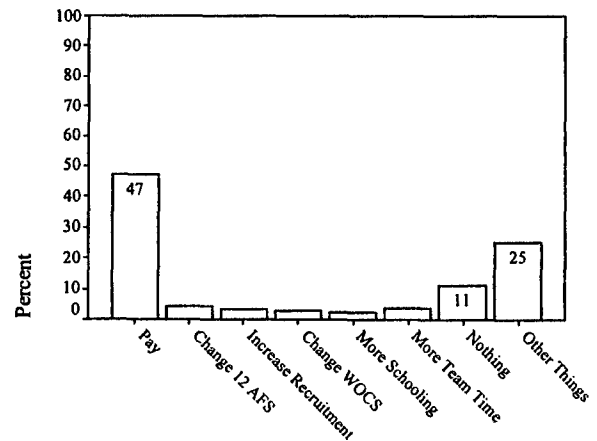
What do you think would be the top two negative things about becoming a WO? (N=417)



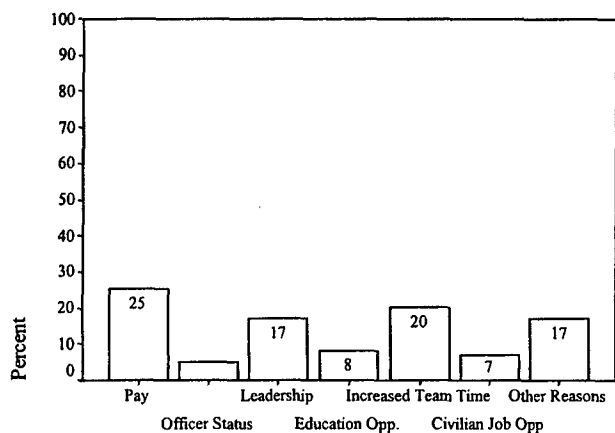
Before taking this survey, were you aware of the FY04 WO pay structure changes outlined on page 1 (N=306)



What two things could SF or the Army do to encourage you to apply to become a WO? (Most important) (N=239)



What do you think would be the top two positive things about becoming a WO? (N=418)



What two things could SF or the Army do to encourage you to apply to become a WO? (Second most important) (N=161)

